

SALES MANAGEMENT

for August



HOW OUR SALESMEN WORK THEIR TERRITORIES

By Charles C. Babb, Mutual Oil Company

SALES LEGISLATION PENDING IN CONGRESS

Special Washington Correspondence

OPENING 600 NEW ACCOUNTS WITH THE ONE CALL SYSTEM

THE BUDGET PLAN APPLIED TO SALES WORK

By J. George Frederick

WHY I READ SOME LETTERS AND TOSS OTHERS ASIDE

By Henry F. Frasse, Brooklyn Edison Co.

WHEN THE SALESMEN LOSE INTEREST IN COLLECTIONS

MY WAY OF HANDLING A STALE SALESMAN

By W. F. McGee, Sanitary Food Mfg. Co.

SELLING GOODS SOUTH OF PANAMA

By Lad Landau, Victor E. Karminski & Co.

IF NAPOLEON HAD BEEN A SALES MANAGER

By Cameron McPherson

□ □ □

AND SEVERAL OTHER SUGGESTIVE ARTICLES FOR THE MAN
IN CHARGE OF THE SALES DEPARTMENT



Twenty Five Cents a Copy

Sales Management



Get better
sales results!

If you solicit orders by mail

send your sales letter and your sample together—to reach your customer at the same moment—in

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ENVELOPE BAG
TRADE MARK REGISTERED

Count the cost of postage you spend just to get your customers to write, "Please send sample."

Your customer wants to see your sample. He doesn't want to read another sales letter. You wouldn't send your salesman out to talk your proposition and let him say that a boy will be around in a day or so to show the sample of your goods. Yet the general custom is to answer a request for sample by sending another letter promising "sample under separate cover."

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Two-In-One Envelope Bag is tough manila envelope firmly machine stitched to stout cloth bag, printed to order and made in three convenient sizes—large, medium, small.

Free Samples on Request.

Mail this Coupon NOW
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BEMIS BROS. BAG CO., 626 S. 4th St., St. Louis, Mo.
Please send us, with full particulars and prices, but without obligation, sample of your Two-In-One Envelope Bag.

Name

Address

JUL 25 1919

Sales Management

A Monthly Journal

Edited by  J. C. Aspley

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Volume One

August, 1919

Number Eleven

Sales Legislation Pending in the New Congress

The 66th Congress finds waiting upon its desk a good sized bundle of war-postponed business legislation, plus many new bills, all of interest to sales managers. Some of these bills may be big fuses at the end of little firecrackers, as is the rule, but then again some may not. At any rate it is worth a few minutes to look over the Congressional program on the general principle that to be forewarned is to be forearmed.

Out of a dozen or more measures pending before the new Congress affecting the readers of SALES MANAGEMENT those which concern the transportation of commodities are by far the most vital. This statement is made at the risk of provoking the protest of the sales manager who regards price-cutting as the cardinal sin, and the executive whose dearest wish is the long-sought for legislation for the protection of designs.

Railroad legislation of far-reaching affect upon sales interests is a certainty so far as the present Congress is concerned. The enactment that will dictate the cost of merchandise distribution are to come ahead of other proposals. Indeed, resale price legislation and all that sort of thing is on the sidetrack awaiting the passage of the railroad legislation by virtue of the circumstance that the Commerce Committees of the U. S. Senate and House of Representatives which are responsible for the railroad legislation are likewise the bodies that are looked to for recommendations on price stabilization in interstate commerce and kindred innovations.

Railroad Legislation Program

There is before the new Congress a varied collection of bills covering every imaginable angle of the relationship between the public, the Government and the common carriers. Fundamentally, however, the question at issue and due for decision this year involves the future control and management of the railroads and the regulation of railroad rates. The assumption in Congressional circles is that a conservative and elastic solution will be found in the enactment of legislation along the lines of the

widely-discussed Esch-Pomerene Bill which aims to extend the powers and enlarge the organization of the Interstate Commerce Commission so as to provide for more prompt and more efficient action by this "supreme court of the railroads" in settlement of disputes over the equitability of rates, etc.

Whatever the details of the solution finally determined upon, any move in the direction of scientific railroad administration should relieve some of the inconsistencies of railroad tariffs that have caused keenly competitive sales managers to tear their hair. Similarly the new status should bring about a much-needed improvement in the routine of settlement of claims for loss or damage to shipments.

A Blow to Low Long Haul Rates

Bound up with the main issue are certain side issues of consequence to sales managers, for example, the effort to incorporate into law provisions that would render it impossible for any railroad to quote a less rate for a long haul than for a short haul. All told, the railroad legislative situation is well worthy a sidewise glance from the sales manager, even if he takes no stock in the threat that the country is in for another general raise in freight rates that will disarrange existing margins in selling.

A twin transportation problem that must be disposed of by the present Congress is that of the future of the American merchant marine. The question is whether Uncle Sam having, in the war emergency, launched forth as a ship owner and operator shall continue his stewardship or shall turn his cargo carriers over to private ownership and what, in any event, he should do to en-

courage the provision of adequate American shipping for American shipments. Obviously, this whole proposition is one that comes very close to home with respect to every sales manager whose goods go overseas. If he only knew it, the domestic marketing manager is likewise concerned because bound up with this shipping question is that of the future development of our coastwise and inland waterways traffic.

From the standpoint of obvious application there is nothing to compare in sales significance with the bills that, if approved, would dictate revision of merchandising practice. Foremost of these in popular appraisal is what is known as the Kelly Bill (H. R. 1702).

Stevens Bill in New Clothes

The Kelly Bill, in fact, is the Stephens Bill of other days. Dan V. Stephens was not reelected to the present Congress and, therefore, Representative Kelly of Pennsylvania took up the effort to which Mr. Stephens had devoted himself through several successive sessions of Congress to secure sanction for the fixing and enforcement of uniform or standardized prices on goods marketed under trade-mark or special brand. This Kelly Bill incorporates the provisions that were added in later days to the original Stephens Bill, whereby merchants who desire to change location or retire from business are privileged to offer wares at less than the marker's standard price in the event that the producer does not elect to exercise his privilege to buy back the goods at the price that obtained in the original transaction. The Kelly Bill also undertakes to meet certain conspicuous objections made to the Stephens Bill by providing

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for review by the Federal Trade Commission of all prices fixed by manufacturers.

Many requests to be heard upon this Bill, ere it is brought to vote, have been received from business men by members of the House Committee on Interstate and Foreign Commerce to which the measure has been referred. The statement is made for SALES MANAGEMENT that business interests need have no fear that snap judgment will be taken upon any interest in reporting the bill, but it will be impracticable for the committee to grant hearings until the railroad legislation is out of the way, which will probably not be until September.

A Bill to Kill Misbranding

Another pending measure with respect to which numerous sales managers are expressing a desire to "say a few things" to the law-makers who will decide its fate, is the Barkley Bill (H. R. 2855). This is the most drastic of a number of contemplated schemes for preventing "misbranding" and the operation of which would assuredly compel every sales manager to watch his step.

If this Barkley Bill becomes a law a charge of misbranding could be sustained against any article offered for sale under the name of another article and against any commodity which was rep-

resented to be the product of a maker other than the one who actually produced it. Misrepresentation of the source or origin of any goods or imputation that wares were evolved by a process other than that actually employed would be contrary to law. So would any misstatement of the contents of a package in terms of weight, measure, numerical count or quality—and do not overlook that word "quality."

The "Made in U. S. A." Mark Bill

In reality this proposition goes even farther than the so-called "pure fabrics" bills that caused such a hubbub in trade circles a few years ago when sales interests predicted dire confusion if there was to be any attempt to prescribe the use of such terms as "all wool," "genuine leather" and "pure silk." A clause in the Barkley Bill that would call down the wrath of the courts upon any intent to indicate that an article of merchandise "if of a character or quality superior to or otherwise different from its real character or quality" is of itself broad enough to leave only a straight and narrow path for perusasive salesmanship.

Another branding bill worth watching is that introduced by Representative Garland and known officially as H. R. 2220. It provides that every article

manufactured in the United States and becoming the subject of interstate commerce shall bear the imprint "Made in U. S. A." We have had, ere this, proposals for the application of the plain-type inscription "Made in U. S. A." to articles for export, but this would make the proclamation of Yankee origin of goods incumbent at home as well as abroad. In H. R. 264, Congressman Sims has revived a proposition that provoked likely controversy in business circles when it was first put forward. Undeterred by opposition, Mr. Sims bobs up again with his scheme for a national trade-mark—not a mere "Made in U. S. A." label, but a distinctive emblem or token, to be affixed to all goods for which its use has been "licensed" by the Secretary of Commerce.

Trade Mark Pirates Beware

Perhaps the most comprehensive means of developing a sensitive conscience in selling that Congressional annuals have produced is one that has slipped into the 1919 legislative hopper without attracting any attention from supposedly watchful business interests. It is a brief bill (H. R. 401) introduced by Representative Mott and it undertakes to prescribe a fine of not less than \$100 for the exhibition, distribution, cir-

(Continued on page 231)

GRASSHOPPER SALESMANSHIP



If Napoleon Bonaparte Had Been a Sales Manager

By Cameron McPherson

We will agree with you that this title sounds frivolous. We will agree with you that in the last analysis Napoleon was the world's greatest failure. But you will agree with us, after reading this article, that a sales manager can get many good ideas from studying Napoleon's methods of inspiring men, building up esprit de corps, organizing his armies, and raising efficiency standards in subordinates. After all, it is but a short step from successfully commanding an army to successfully commanding a sales force.

Do you know that the map and tack system which you use to keep tab on your salesmen was invented over a hundred years ago by Napoleon Bonaparte. As a young artillery officer in Italy his favorite diversion was to plan all sorts of imaginary military manoeuvres in the Alpine country. "He had so familiarized himself with the country," says Gibbs in his 'Military Career of Napoleon the Great,' "that no point of importance was unknown to him. With his data before him he would sit for hours, intent on studying the maps of the country which he pasted on boards. Into these maps he would stick pins, the heads of which he covered with wax of various shades. One color was used to designate the French, another the enemy, and by changing the location of the pins on the map he formed intricate plans of attack and retreat that some years later were most valuable to him. This ingenious scheme is often used at the present day by large wholesale houses to designate the territory traveled by their salesmen." For this contribution, if for no other reason, the sales managers of today should have more than a passing interest in Napoleon Bonaparte. As a matter of fact, many of the principles which carried him up the ladder, as well as the mistakes that brought him tumbling down, hold valuable lessons in modern sales management.

Dug Men Out of Ranks

Napoleon was a master organizer, and a shrewd picker of men. Therein lay his great strength. It was his policy to watch men for little actions that presaged the qualities he was looking for, rather than to enter into an exhaustive analysis. During the siege of Toulon, his first big undertaking, he called for a man to write an order at his dictation. He addressed himself to a group of soldiers in a trench. The first to obey the order was a young and handsome soldier, who rested his paper on the breastwork and began to write. A cannon ball fell at his feet and covered both commander and private with dirt. The soldier laughingly held up his paper and said: "Thank you, now I shall need no sand." Napoleon immediately promoted him for his presence

of mind, the fortunate private afterwards becoming the famous General Junot.

At this time Napoleon was quite young in years, small of stature, pale, thin and with an air of fatigue about him. He was anything but a commanding person. Yet he had been placed in command of men many years older, and far more experienced in warfare than himself. In this respect he was not unlike some of the younger group of sales managers who must handle salesmen who have been with the house while they were still in school. "My extreme youth," wrote Napoleon "made it necessary for me to evince great reserve of manners and the utmost severity of morals. This was imperative to enable me to sustain authority over men so greatly superior in age and experience. My superiority could be retained only by proving myself a better man than any other man in the army. Had I yielded to human weakness I should have lost my power."

Disregarded Precedent

Inwardly, however, he possessed unlimited confidence in himself. On one occasion when an older general, Rampon, undertook to give the young commander some advice, he impatiently exclaimed: "Gentlemen, the art of war is in its infancy. Experienced generals command the troops opposed to me? So much the better. Their experience will avail them nothing against me. Mark my words, they will soon burn their books on tactics and know not what to do." In fact, Napoleon's career of victory began, as it continued, in defiance of all established rules of warfare. Like many successful sales managers, the thing that distinguished him above all his contemporaries was his ability to convert the most unfavorable circumstances into the means of success. He preceived that the time had come for turning a new leaf in the history of war. As one of his grenadiers said at Arcola: "He wins his battles by making us use our legs where we used to use our muskets."

If Napoleon had of been a sales manager he would have exacted implicit obedience from his salesmen. He would make every salesman feel that the success of the whole campaign depends

upon his doing the job assigned to him. An insight into his attitude toward his men is seen when finding a grenadier sentinel asleep at his post, he took the musket from the fatigued man and mounted guard in his stead. When the man upon awakening found himself confronted by his general he was stricken with terror. "My friend," said Napoleon, "here is your musket. You have fought hard and marched long and your exhaustion is excusable. But a moment's inattention might at present ruin the whole army. You will be more careful next time." Incidents like that endeared Napoleon to his men, and his soldiers came to regard him with a veneration that older commanders were not able to instil into their men.

Napoleon believed implicitly in his organization. And, as like begets like, his organization believed just as implicitly in him. His attitude in this respect is shown in his reply to a young Russian artillery officer, who after Austerlitz, asked that he be shot for having lost his cannon to the French: "Young man," replied Napoleon, "I esteem your grief but one may be beaten by my army, and still retain some pretension of glory." By such utterances, upon every occasion, Napoleon raised the esprit de corps of his armies to unparalleled heights, and this proved in many instances a most valuable asset. A shrewd player on human emotions he knew that nothing was impossible. If men can be made to firmly believe they are capable of doing a thing, they usually do it.

Doing the Impossible

In the Peninsular campaign the Spanish revolutionists under San Juan had taken up a strong position at the foot of the Somosierra chain of mountains. Upon arriving on the ground Napoleon ordered his Polish lancers, under Colonel Piré to storm the hills. The colonel reconnoitered the position, countermanded the advance, and sent word to Napoleon that "the undertaking was impossible." Napoleon was furious: "Impossible! Why there is nothing impossible to my Poles." General Wattier, who was present endeavored to calm him, but he continued: "Impossible! I know of no such word. Go, Ségar,

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take the Poles and make them take the Spaniards, or let the Spaniards take them." And the Poles made good, in spite of the fact that they were tremendously outnumbered and had to advance in the face of forty thousand discharges of musketry.

Napoleon was also a master at writing "ginger letters" to his soldiers, and no doubt, if living today as a sales manager, he would turn out some great epistles. He always made his main play on reminding his men of the great deeds that they had performed in the past and calling upon them to do even better. Here is a typical ginger letter addressed to his men following the successful crossing of the Alps:

Soldiers of the Army of Italy:

Hannibal forced the Alps—we have turned them. In fifteen days you have gained six victories, taken twenty-one stands of colors, fifty-five pieces of cannon, several fortresses and conquered the richest part of Piedmont; you have made 15,000 prisoners, killed or wounded upwards of 10,000 men. Hitherto you have fought for barren rocks, rendered famous by your valor, but useless to your country. Your services now equal those of the victorious army of Holland and the Rhine. You have provided yourself with everything of which you were destitute. You have gained battles without cannon! You have passed rivers without bridges; made forced marches without shoes; bivouacked without strong liquors and often without bread! Republican phalanxes, soldiers of liberty only, could have endured all this. Thanks for your perseverance. If your conquest of Toulon presaged the immortal campaign of 1793, your present victories presage a still nobler. But, soldiers, you have done nothing while so much remains to be done, neither Turin or Milan are yours. The ashes of the conquerors of the Tarquins are still trampled by the assassins of Basseville."

Much of Napoleon's ability as a general lay in his faculty to discern the moment when the battle or a campaign had reached the point of crisis. It was then he struck hardest. "In all battles," he writes, "a moment occurs when the bravest troops, after having made the greatest efforts, feel inclined to run. That terror proceeds from a want of confidence in their own courage, and it requires only a slight opportunity, a pretense, to restore confidence to them. The art is, to rise to the opportunity and to invent the pretense. At Arcola I won the battle with twenty-five horse-

men. I seized that moment of lassitude, gave every man a trumpet, and gained the day with this handful."

Like a good many sales managers Napoleon believed men fight harder for some badge of good work, than for a money prize. "You call these ribbons and crosses child's rattles," he said in one of his messages to his Council of State, "be it so: It is with such rattles men are lead. I would not say that to the multitude, but in a council of wise men and statesmen one may speak the truth. . . . Do you imagine that you can make men fight by reasoning? Never! You must bribe them with glory, with distinctions and rewards." The truth of this as applied to human nature generally, not only soldiers but salesmen as well, was shown by an incident after Abensberg. An old gren-

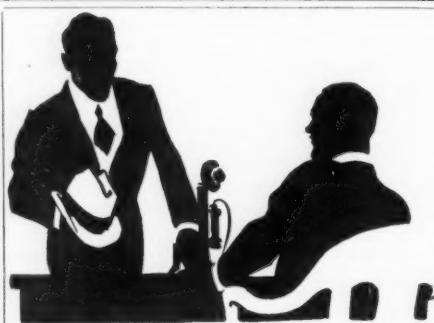
adier, who fought through the Italian and Egyptian campaigns, not hearing his name called when crosses of the Legion of Honor were awarded to his regiment, came forward and in a calm voice asked Napoleon for a cross.

"But," said the Emporer, "what have you done to deserve it?"

"It was I, sire, who in the desert at Joppa, when it was so terribly hot, gave you a watermelon."

"I thank you for it again," said Napoleon, "but the gift of the fruit is hardly worth the cross of the Legion of Honor." Then the grenadier worked himself up into a frenzy, and shouted at the top of his voice: "Well, and don't you think seven wounds received at the bridge of Arcola, at Lodi, at Castiglione, at the Pyramids, at Acre, Austerlitz,

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If you are interested in increasing your sales—in reaching your dealers regularly—in building up a mail order business—in helping your salesman—we can be of real help to you.

Increasing Sales

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in Minneapolis found itself in need of immediate business and plenty of it to offset the curtailment of war orders. Within a week's time we had prepared, printed, and started to mail a series of letters and circulars, which have secured mail orders in large volume at a good profit.

A Wholesale Grocery Company

in Peoria, established for over half a century, changed a year ago to the mail order plan under our supervision and began selling direct. Today their business is running well into the millions, with thousands of customers on the books. This is the result of the right kind of sales literature prepared and mailed by Buckley, Dement & Company to carefully selected lists of names.

A Manufacturer

of coal saving equipment had never been able to secure satisfactory inquiries for the salesmen. We reversed the usual procedure and instead of trying to interest the purchasing agent, went direct to the executive head of big corporations with a unique and original campaign of direct advertising, and secured immediate results.

The Branch Houses

of the largest packing company in the world had issued their own weekly price lists to the trade. After investigation we prepared and printed a standard form of circular for this purpose which has paid its cost many times in increased sales and dealer satisfaction.

Simply drop us a line, without obligation, saying you are interested

BUCKLEY, DEMENT & CO.
"FIRST IN DIRECT MAIL ADVERTISING"

635 Sherman Street

CHICAGO

How Our Salesmen Work Their Territories

By Charles C. Babb

General Sales Manager, Mutual Oil Company, Kansas City, Mo.

Here is a snappy article from a man who travels about forty red-blooded salesmen over the Western plains, where towns are few and far between, and where the expense accounts would make those of some of our Eastern friends blush for shame. You will enjoy reading this article, not only because it contains several helpful suggestions, but also for the insight it gives into salesmen's superstitions.

We insist upon each and every salesman having a systematic method of working his territory. His home town is usually located at or near the center of his trip. He works out and back in one direction one week, and out and back in another direction another week, and so on until his four weeks' trip is covered; as we take it that each of our men should get over his territory, once every four weeks. Working a territory systematically this way, follows a straight line just as near as possible, taking in all of the small inland towns, we very often get the business the other fellow overlooks. We very frequently find it happens that our business is in the small towns, the inland towns, highways and byways. The other chap, if he sees them at all, usually sees them in a dust cloud, trying to beat it to that other town where there is a good hotel and a big game of "rummy." The jumping jack habit is rightfully named, for the man who has no systematic method of working his territory has the jumping jack habit well formed. He simply jumps around where he thinks there is a little business and wherever he hears about a little business. Usually, this chap is obsessed with the idea that there are about seventeen hundred salesmen in his same line ahead of him and getting all of the business, unless he steams up thirty-five or forty miles an hour and beats them to it.

The Long Strong Pull Wins

He overlooks the fact entirely that there are just as many salesmen behind him as there are in front of him. We try to impress upon him the fact that if he will just systematize his trip along the lines suggested above, his steady, even gait at the end of the twelve months will show him up near the top of the heap. The fellow who makes a brilliant showing one week and is down in the dump the next week will be but a mediocre man, at that.

There is such a thing as knowing a territory too well. We believe that it is possible for a man to know his territory so well that he sits down on Sunday evening and silently communes with himself and thinks, "I'll go where I know I can get the business tomorrow." Then he proceeds to go out there and get it. The first thing you know, that has narrowed his territory down to the

extent that he is traveling in a small rut and that rut is getting smaller and smaller every week. Finally, his circle has narrowed down to very small dimensions and he is out on Tuesday morning and back on Thursday evening or Friday morning, and then begins to wonder why he is slipping.

For keeping track of the salesmen on the territories I have found no plan to work better than the map and tack system. I know there are a great many modern men who do not abide by that system. Nevertheless, the way the writer worked it is as follows: I outline each man's territory with the tacks on the outpost, stretching a different colored cord between those tacks, finding each territory by different colors. Then, have a card system, size being 8½x11 on which the customer's name, town, and salesman's name appears, being filed alphabetically by towns, as are all of our other records. On each of these cards is a full year-period of four months each, and on each of these cards is a list of all of the customers which we have in that town, together with the name of prospective customers. Under each month, there are three separate columns, one column for business reported by salesman, one for cancellation, another for business as shown by the ledger.

Catching the Lobby Lizards

If the salesman reports on his daily report that he has made a town and called upon certain people and whether he has received business or not, the fact is indicated on the card. At the end of the month, the ledgers are scrutinized and the fact indicated on the card whether or not we got any business from that particular customer shown by the ledger. At the end of the period of four months, we are in a position to write to each customer intelligently, thanking him for the business received, or asking him what is wrong, if we did not receive any business. We are in a position to call his attention to the number of times the salesman called upon him and then if he comes back, which he invariably will, if the salesman has not been there, and tells us that the salesman has not been there, we are in a position to know whether this salesman has been misrepresenting the facts.

Upon the contrary, when we have checked the card towns, as we do each month against the route, we find there is a town in the route that has not been visited, and we indicate that fact by a black tack on the map. We promptly call the salesman's attention to his route as to whether he went through that town in a hurry, or whether he went around it or skipped it entirely. And also call his attention to the fact that he has reported a town called upon and the customers say he has not been there. Altogether, we find it a very satisfactory system of keeping track of the salesman on his trip. Inasmuch as all of our salesmen travel by automobile, you will readily recognize that it is necessary that we have some sort of a system of this kind to keep track of men who are traveling by cars, because they cannot always follow a given route.

Locating the Hidden Orders

In making up a territory analysis, I get the number of automobiles and the number of tractors by counties and by states. I make an analysis of the amount of oil that each automobile will use and the amount of oil each tractor will use, based on a suppository mileage. It is a proposition of average all the way through, and one man's guess is about as good as another's. A few years' experience in the oil business will give one a fairly accurate knowledge as to the average amount of miles the automobile covers.

I likewise ascertain either through the salesman or through the department of agriculture as to the kind of soil encountered where the tractors are most used. The gumbo soil will pull a tractor down harder than a light sandy loam. The given conditions of a tractor working in gumbo soil shows that it will use more oil and gasoline or kerosene than the one working in the lighter soil.

"The writer has followed with much interest SALES MANAGEMENT magazine and has found considerable interesting and beneficial information in it, all of which is so intensely practical that it is rather unusual"—Eugene Whitmore, Assistant General Sales Manager, Cruver Mfg. Company.

Sales Management

Further Light On Union Label Agitation

By Eugene Whitmore

Asst. Gen. Sales Manager, Cruger Mfg. Co., Chicago

Several years ago the writer was a special representative of one of the largest tobacco companies in the country. I was employed as a salesman, but was in reality an advertising man working and pushing special brands in territories where the certain brands were showing a big decrease or where competition was getting a strong hold on some new brand or gaining too wide a distribution for our comfort.

It was found almost impossible to get a foothold for a certain brand in one of the southern farming and lumber mill towns where this brand should, by all reason of previous experience, be selling rapidly. I learned that competitive manufacturers were having the same trouble with other of their brands and it seemed that something was peculiar, as all other towns of the same size, and in the same territory were producing a handsome volume of business.

The Fly in the Cream Jug

The trouble seemed hard to locate. Salesmen reported that there was "no demand"—the goods went stale on the shelves in spite of vigorous advertising and sales work. The writer undertook a personal man-to-man canvass, and house-to-house distribution. In a couple of days the trouble was spotted. Our brands were made by children—they did not bear the union label—our help was mistreated, etc., etc. It was not so reported to the dealers, or if so in a vague way, but nevertheless, the union label brands of a couple of small, and little known manufacturers were enjoying a most satisfactory sale in the very grades and varieties of tobaccos that my firm had had trouble with. This town happened to be the home of railroad shops and due to this fact labor unions were unusually strong—which is rare in towns of this size in southern farming districts. The labor men had been exhorted and pleaded with by the union label manufacturers—the men had passed to non-union men the union label idea and the idea had grown up so slowly and stealthily that even the salesmen on lines that were suffering most had failed to notice the tendency.

I found that the men in many cases preferred to buy non-union goods—I even found many men slyly buying non-union brands of popular smoking tobaccos and emptying them into tins and containers of union label goods in order to prevent their fellow workmen from knowing that they were using goods without the union label. In my talks with strong union men I found that there

was no organized bitterness or opposition to non-union labor but that "they felt it their duty to demand the label." I also found that a little personal work among the men would clear up their minds about non-union label goods being made under terrible factory conditions, by small underpaid children, etc., etc., which ideas had been instilled by labor leaders and salesmen for competing union label lines.

I found that many men would call for a union label hat, and calmly insist on a brand of shoes, or vice versa, depending of course on the amount of union label advertising the hat or shoes or whatever article in question had had. This, of course, shows that as a rule union men will not and do not insist vigor-

ously on the label unless they have had recent or constant propaganda or advertising, and then only on the items mentioned with the advertising or propaganda.

Several times the writer in purchasing articles in this town asked if they were union made. Generally the clerks "didn't know" or thought "maybe they were" or "hadn't been asked that question before." But lo and behold! I walked into a store one day dressed in working clothing with a bunch of advertising signs and a tack hammer in a bag slung over my shoulder. Upon asking this question I was very cordially told, "Why of course it is union made,—see the label here," and nicely complimented on being a union man, all of which I was not.

Let Graphics Help You Change From War to Peace

New problems confront the executive daily in the readjustment back from production pressure to sales opportunity. Business Graphics furnishes the close control necessary in such times.



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are new and simple types of control boards that make it easy for the executive to picture quotas and results in large or small businesses. A few minutes a day for all necessary changes and either production or sales facts are revealed in their true relationship.

Mechanical Bar Chart

Bars are movable ribbons, regulated day-by-day to show sales as compared to quota, relative standing of men or other comparisons.

Composite Bar Chart

has movable, overlapping ribbons of three or more colors for showing several related items for quick comparison.

The Remindograph

will chart any business problem—Selling, Manufacturing, Administrative—yet it is so simple that any clerk can run it.

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Getting Export Business South of Panama

By H. Lad Landau

Vice-President, Victor E. Karminski & Co., New York

The Mr. Martin referred to in the following article is a character of fiction—but he has a real flesh-and-blood counterpart in a certain star salesman making South America for a leading Eastern shoe house. In painting this imaginary conference between the officials of the "Higgins Shoe Company," Mr. Landau has woven into narrative form the essence of a long and successful experience as export sales manager for several large American corporations. He is one of the best informed men on export matters in New York City.

"That Latin-American Department is becoming quite active," remarked J. Arthur Higgins, vice-president of the Higgins Shoe Company, as Glen Williams, the firm's sales manager, showed him a cable received from their traveling representative touring South America. "This is a record-breaking order," he added, "—by the way, where did you get this chap, Martin?"

For those unfamiliar with the shoe industry, "J. Arthur," as he was intimately known in the leather trade, was chief operating executive of one of the largest shoe manufactories in the country. In the business parlance of the day, he was a self-made man, who had risen from the ranks. His enthusiasm at Martin's success can well be understood. He was by experience a keen judge of good salesmanship.

Before Williams could reply the door of the vice-president's office opened, and George Smart, export manager of the company, walked in. "I would like to interrupt you gentlemen long enough to have you glance at this cable just received from Rio in which Martin requests a duplication of his last cabled order."

Take Conditions as You Find Them

Mr. Higgins took the cablegram handed him by the newcomer and adjusting his eyeglasses, slowly read, aloud—

"Duplicate Casa Rodriguez order for Vieyra Irmaca Rio," after which he handed the message to Williams with the remark, "You have more than the ordinary salesman in this fellow Martin."

"Merely justifies the confidence I reposed in Martin's ability at first," proudly said Williams. "When I met him about a year ago in Tehuantepec and later in Mexico City, despite his youth I recognized the salesman's instinct. At that time Mexico City was just recovering from a long siege of typhoid. The epidemic had exacted its usual large toll. Science could not agree as to the reason for the spread of the malady. The theory of the water supply being a carrier was in a large measure dissipated by the fact that the city had an investment of \$10,000,000 in a modern

water plant. Nevertheless, Martin's salesmanship converted many local jobbers to the belief that even though the city made possible a good water supply the users could have averted the catastrophe by insuring themselves a still purer drinking water by resorting to individual filtration. The result was magical. I was about to say that if Martin sold nothing else but filters in that Capital on this trip, it was because he was too busy booking orders for this one article. However, Martin's trump in coping with this trying ordeal was the necessity for proper screening, and as Martin relates the result himself, 'for the succeeding five months, Mexico kept the New England Hardware Company busy replenishing its stocks of screen wire.'

Mr. Higgins did not try to disguise his pleasure at hearing this recitation, instead, he buoyantly remarked, "Williams, 'tis a true saying that a bloodhound is everlasting on the right trail."

The Boss Tells How He Did It

From previous conversation of a like nature both Smart and Williams knew their principal was about to refer to the days of his own selling activities. In this they were correct. "It is common knowledge," he said, "that I was combing the tropics for Douglas & Hutchins trying to educate the aborigines to wear shoes several years with more or less success. We will pass over the many difficulties I had to contend with and come directly to the manner in which I made my record introducing shoe-trees in a part of the world where those who did wear shoes possessed not more than one pair at a time. I had no particular reason for pushing the sale of this article until one of my visits brought me in that region when the rainy season was at its height. The penetrating dampness in that rain belt had a distressing effect on the shoe when it is cast aside carelessly after being removed by the wearer at night. At the Hotel Washington in Cristobel I convinced many of the permanent guests that this dampness reduced the life of a shoe 50 per cent. The more I thought of the prospects my determination increased to introduce shoe trees to preserve the footgear of

these people and my eventual success in Panama was merely the forerunner of large orders for similar goods from every country bordering on the Caribbean."

Mr. Higgins' narrative being concluded, Williams remarked, "The moral of which is that a man can effect big business if he will be alive to take advantage of circumstances, supported by a good knowledge of his product, its merits and its usefulness."

"I have always complimented myself on having created an opportunity in this instance, rather than waiting for one," was the prompt retort.

"I would like to see how Johnny Martin would handle a proposition like this," said Mr. Smart, who had not heard the beginning of the conversation. "How did he get his shoe education anyhow?"

"Right here," quickly replied Williams. "Martin knew the South American territory well enough, as before joining our forces he had completed a tour of that Continent for the New England Hardware Company, but he did not know the shoe business—he knows both now, and from this cable it seems that he knows them mighty well."

Selling Guarantees Instead of Locks

"I can vouch for that," asserted Mr. Higgins. "It's true the world over that any salesman can sell goods to a man who is anxious to buy from you, but it takes a man who knows his customers and his products very well indeed to introduce American goods in a land which has previously been overrun with satisfactory European articles. A man's got to have a steady nerve down there."

"You'll grant that Johnny Martin has a level head if you recall the incident I was telling you last week about him selling Yale locks in Chile—a country where only cheap articles are in demand, no attention whatever being given to quality." Williams was answered affirmatively by a nod of the vice-president's head.

"How did he do it?" queried Smart, who like his two other associates had served his apprenticeship on the road.

"Just as simple as Columbus standing the egg on one end," replied Williams. "Martin diverted his convincing argu-

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ments as to the merits of the locks, directing his batteries to the value of the guarantees accompanying the purchase of these locks. In reality he sold guarantees accompanied with locks."

Williams waited for Mr. Higgins to answer his telephone which had been ringing, and then continued, "On the trip Martin arrived in Bogota from Barranquilla and was greatly put out over the small prospects of business in that Capital. From a chance acquaintance he learned of the pending litigation surrounding the ownership of a railroad in the northwestern part of the state. He also learned that until a decision was rendered by the courts the road would suffer severely for want of maintenance and operation supplies. That night he laid down his plans. Early in the morning he presented himself at the office of the Minister of Public Works but only to find out that no purchases could be considered until the legal controversy was settled. The settlement of the disputed question might take many months.

Playing South American Politics

"Now we see the good salesman," continued Williams by way of parenthesis. "Right there Martin determined to sell enough supplies to take care of the road for as many months as it would take to settle the question whether the contractor who undertook to build the road had faltered and the property reverted to the government or whether his claim of 'force majeur' would be sustained—multiplied by two. He did it by going to the Bogota representative of Foreign Bond Holders and showing the irreparable harm to property which was bonded to his clients was exposed to. He was asked to make a proposition, and having done so was empowered to open negotiations with the contending forces. The rest was easy sailing. He approached both sides and persuaded them to stand by the demands of the bondholders of the property. Each side realizing the benefit they would derive if the question at issue was decided in their favor, they gave Martin unqualified support. He possessed sufficient business acumen to assure himself that he was receiving orders from an official specially authorized for the purpose, and after attending to the necessary financing he left Bogota in high spirits."

"It reminds me of old Joe Larkin's experience in Venezuela," said Mr. Higgins, "when he was trying to force some building material sales in that country at the time Roosevelt was waving the Big Stick at the German Fleet anchored off of Caracas. Joe would have fought that duel had not the American Consul intervened. But the best part of the story is that he went over the Minister's head and sold exactly what he intended to much to the discomfiture of his

hyphenated Venezuelan acquaintance who had questioned the right of any but a German entering the market at such a time."

"Joseph Larkin was the cream of the old school," Williams admitted.

"I believe your man Martin promises well for the new regime," said Mr. Higgins with a smile, evidently anxious to draw out Williams who promptly retorted:

"Ingenuity is one of the ear-marks of an exceptional salesman. I venture that in your travels you have worked the Argentine, Mr. Higgins, and you, too, Smart. Now admit, as I do, did you devise a way to relieve your expense account of the heavy traveler's license necessary to be taken out in each town you worked? Did Joe Larkin or either

of us conceive the idea of establishing an attractive sample room in the Hotel Metropole in Buenos-Aires and take advantage of this opportunity to better display your goods to out-of-town customers who visited the city as your guests and at an expense very trifling to you when compared with the usual method of selling goods in that Republic. Well, gentlemen, that's the way Johnny Martin sold Higgins Shoe Company footgear to customers as far South of the Capital as Santa Cruz and from Mendoza to the East and Rosario, North."

Mr. Higgins could not suppress an ejaculation of surprise, and after a pause he addressed Williams—"Get a few more Martins and we can safely drop the

(Continued on page 232)

Engage J. George Frederick to Study and Report on Your Sales Plan and Organization

Do it just as you engage a firm of public accountants to audit your books—the principle is just the same.

Your sales organization may be 100% perfect; if so the report will tell you so; if not, it will tell you, in practical terms, how and where.

No theory, no fads—simply a report based upon intimate knowledge of more sales campaigns and methods than have perhaps most men available.

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You will make many more times as much money out of such a survey and report than we will; write us at once for a booking for Mr. Frederick's time.

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Why I Read Some Letters and Toss Others Aside

By Henry F. Frasse

Purchasing Agent, Brooklyn Edison Co., Brooklyn, N. Y.

If you want to find out why your letters don't pull—ask the man who gets them. Especially purchasing agents. But unfortunately most of them are not qualified to offer constructive criticism. They lack the seller's view-point. Mr. Frasse is an exception. For ten years before taking up his present work he was a sales manager—even as you and I. That is why we asked him to prepare this article, and why we think you will find in it at least one helpful idea to make it worth while.

Every day hundreds of sales letters come to my desk. Some of these I glance at and toss into the waste paper basket. Others I partly read before discarding. Others again I read and file away for future reference. Only a very few are so good that they induce me to act at once. To attempt to set down on paper why some of these letters succeed and why so many fail is a large sized order.

Speaking in general terms I would say that the **One Big Reason** most of the letters that reach my desk fail to register is lack of ideas. They are mere masses of words, jumbled together, with no point of contact, no definite information, no reason for buying. Here is a typical sample from today's mail:

Dear Mr. Frasse:

Sometime ago you asked us whether we would be in a position to quote on . . . Since that time we have not had the pleasure of hearing from you as to requirements. We assure you we are in a position to make prompt deliveries on all grades, and trust we may have the pleasure of hearing from you."

Is there anything in the above calling for a reply? And, by the way, it is from the general manager of the business himself, although he does not seem sufficiently interested to rise from his seat or attempt to get his correspondent's letter from the file. If he did he would find he was asked to send samples of specified dimensions.

Mere Messes of Words

Here is a letter from a manufacturer of high grade tools who is a voluminous writer, but never puts enough powder in his gun to bring down the game.

"On the 18th we wrote you in response to yours of the 17th, asking permission to send samples of our goods and quote prices."

This man is also troubled with the ailment that prevents looking up past letters, for the first communication sent him covers all details, mentioning sizes in which the buyer was interested and asking for best prices and samples. His letter closes aimlessly with the statement, "we have customers using our goods, and they are perfectly satisfied. Please advise me if you care to try out samples."

A big electric light fixture company, calls attention to the service and

economy of their merchandise and refers to specific circulars inclosed. All of which is very good, but the circulars were omitted and the interest evoked by the letter died when the means of adding to it failed to appear. It was a forceful letter; nicely balanced, clearly typed, but rendered ineffectual because of the omission of descriptive circulars.

Involved Sentences Ruin Letter

A manufacturer of rubber sundries writes: "Personally, I wish every man who reads this ad could have stood beside me in the storeroom and see this test made." There is no explanation as to why the storeroom should have been the scene of the test instead of the laboratory, and while this is doubtless a small concern, it would have strengthened the letter to speak of their laboratory. He goes on to say that "seeing the glass put into a container in which oil was boiling, while the operator had to be careful not to have the vapor catch fire, and then placed the glass immediately in a pail of water with ice floating on top, was beyond the power of words to describe." A long sentence like this neither describes nor attracts.

Some twenty years ago, a man who had an item of machine supply, called on the writer and a break-down test was made in the mechanical laboratory. The product performed its function just as the manufacturer stated it would. He was then a man unknown to fame. He asked how it appealed to the buyer who stated the goods were all right, but would sell more rapidly if put up in another way, and some friendly advice was given which being followed has resulted in this man becoming a manufacturer of many commodities.

What was the secret of this? Just three things: Packing, politeness, and pleasing the buyers—wrapper, instructions and case printed so all might read. His sales letters are sent to his travellers with the request that they analyze and revise if necessary. A new letter is composed from their suggestions and sent them and the final result is a true puller. He relies on his men who ask the opinions of merchants concerning the goods and get answers that make for success and reorders. It often pays to ask your customer "what he thinks."

One manufacturer of fire department

supplies sends out a letter intended for a certain class of trade, for instance we will say export. And yet this letter goes broadcast to domestic houses and other branches not interested (and to whom it should be a closed door) and rambles around talking about "Keep the old backbone stiff." "Show some of that 'I am from Missouri' stuff and get a little of the profit you are entitled to." Which is neither here nor there, as there is no descriptive matter of the high grade (we know it to be so) appliances. Nothing to interest a buyer, which proves that of the utmost importance in sales-letter writing is the assurance that the letter will go to the proper line of prospects, for without a live list, the best letter avails nothing.

The "Under Separate Cover" Evil

A manufacturer of an unknown commodity sends in a supposed sales letter, but only after a painstaking analysis of the letterhead it is found to be some sort of paint with an unpronounceable Greek name, so complex that one pauses in wonderment that a manufacturer would select such a title for his product. He states he has an enormous lot of this material, that it came from abroad and will be sold in drums at \$2.90 per gallon while if only one gallon is wanted it can be had for \$3, or ten cents more.—either a misprint or ignorance of the supposed excellent qualities of the paint.

One party writes from New Jersey and without an attempt to check up his mailing list, sends circular matter to Brooklyn, New Jersey. While in this case the letter reached us, still there are many instances when postage must be sent to get the careless mailer's literature. Due to the letter being delayed its effect was lost. In the meantime the salesman called.

A communication recently came to hand from an incorporated firm with the names of the officers omitted. After describing a piece of machinery excellent in its intent and purpose and referring to catalog inclosed, the catalog was not located, having been omitted through carelessness. No blue-print, illustration or anything that would have enabled the buyer to form a mental picture of the article was in evidence. The mere statement, "There is nothing like it. It is wear-proof, fool-proof and not like

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others which are trouble-givers," meant nothing without a concrete illustration, and in the absence of a picture it was impossible to substantiate the statements made.

In the lower left-hand corner of the letter appeared the inscription: "Dictated by Mr. _____ and typed by MRS. _____. It was the sort of letter that backed by proper illustrative matter might have created the desire to buy, but it is obvious that the amount of mail passing through the purchasing department of a large company does not permit of writing each circular mailer for the copies of illustrative matter they carelessly neglect to furnish. The proposition must be complete as it comes to the purchasing agent's desk.

There is one man in the east who used to do a big business in carbon papers and typewriter ribbons. When his first circular letter arrived (about 1909) it was carefully read, particularly so because attractively illustrated with small cuts, showing the direct-from-factory-to-user idea. The cutting-out of middlemen's prices was attractively brought out and the whole letter a good example of selling punch. BUT—the letters that come from this house today are exactly the same as they were ten years ago and the out-of-date cuts make them look ridiculous. No more "machine made" appearance can be conceived than the letter which arrives month after month in the same drab dress, with the same typography and illustrations as its predecessors.

Another writes: "Under date of June 23d, we had the pleasure of quoting you on Asbestos. We are wondering whether our price of \$8.10 was interesting and if we may be favored with your order to cover." Had the man of wonderment looked into his costs and taken general market conditions into consideration, he might easily have seen that his price

was too high. His competitor, who did not wonder, but KNEW, was the fortunate bidder and secured the orders.

Summing up, my advice to those who write sales letters to purchasing agents would be this: Give all the facts in your first letter and don't compel the recipient to write for further information. Nine times out of ten he won't. Be reserved in your statements, don't exaggerate in even the slightest degree, for one false note may spoil the whole letter. Write

letters that come and fail you would realize their importance.

Origin of a Big Sales Idea

In Lowell, Mass., 22 years ago, there was a printing office where, among the other compositors, there was one whom we shall call, for the moment, H. O. This man suffered a good deal from backaches. Often at night he was so tired out that his back, as he put it, "wasn't worth two cents."

Time went on and the backaches disappeared for a while. But one night he felt the same old affliction, the backache and the heavy fatigue. It set him thinking, for he realized that it was the first night for some weeks that he had been tired. He thought over the day to see what it was that could have made the difference. He recalled that on that day he had been unable to find the rubber mat which he had lately acquired for the purpose of relieving the strain of standing all day on the hard concrete of the shop floor.

The next morning when he returned to the printing shop, he looked all over for the mat and finally located it under the type case of another compositor. Pulling it out, he cut off two pieces of rubber about the size of the heel of his shoes.

He tacked these on his heels and turning to his fellow compositor said, "Now you can have your damn old mat."

H. O. was Humphrey O'Sullivan. This was the starting of O'Sullivan's Rubber Heels—How Advertising Helps a Salesman.

"We have just received July SALES MANAGEMENT and it is surely a wonder. The ideas one obtains from your good publication are worth fully ten times the cost."—Charles E. Wigginton, Sales Manager, Kalamazoo Binder Co.

Phil Lennon, Sales Manager for The Royal Tailors, Believes in Making the Letterhead Carry a Part of the Selling Burden. Lennon's Letters Have Played a Big Part in the Success of This Remarkable Institution.

clearly and briefly so that the man who runs can read. Get down to facts and cases quickly and eliminate generalities, superlatives and boasts. Purchasing agents are not susceptible to words unsupported by evidence. And last, but not least, prove every statement as you go along. These rules are simple—so simple that they may seem almost elementary—but if you saw, as I see, the

Sales Management

How Business Papers Serve Their Field

By C. R. Johnson

To the business paper publisher goes much of the credit for the great forward strides that have been made in business during the last five years. Unless one has kept abreast of the rapid development in this field he can hardly realize how closely the business or class paper has linked itself with its field, and how thoroughly it is doing its work.

It used to be that a business paper contented itself with publishing a periodical that was filled up with back yard gossip about the notables in the field. An editor was valued according to his ability to turn out editorial matter that would attract advertising. He had one ink-well for writing items about advertisers, and another, filled with a very different kind of ink, for the non-advertiser. You could count the pages of helpful, idea-creating editorial matter.

Then a few years ago some of the more daring publications changed front. Write-ups and puffery, with its fifty-seven varieties of propaganda were discarded, and it became fashionable to get out a publication that was bought for the information it contained. This policy paid, as evidenced by the standards of practice drawn up by the trade press at the Toronto Convention of the Associated Advertising Clubs of the World.

Now we are witnessing the third development in the modern business paper—the desire to broaden its service influence beyond the pages of its publication and serve its subscribers in more definite and adequate form. Illustrating the direction that this development is taking, we cite the following publishers of business magazines, who have broadened their activities out beyond the limitations of a periodical publication:

A. W. Shaw Company, Chicago. Publishers of System, Factory, System on the Farm. Publish courses in Retail Merchandising, and Business Correspondence. Also compile and publish business books and special reports.

McGraw-Hill Company, Inc., New York. Publishers of industrial and technical journals. Also publish books and directories.

Root Newspaper Association. Publishers of Dry Goods Economist and other publications. Through "Economy Service" publish general business and advertising services for retail merchants.

American Contractor, Chicago. In addition to weekly trade journal publish report service on contracting projects.

Insurance Field, Louisville, a trade paper devoted to insurance salesmanship, also publishes correspondence course for insurance salesmen.

The Class Journal Co., New York. Publishers of automobile trade and other publications. Devise and publish automobile truck accounting services.

Merchants Trade Journal, Inc., Des Moines. Publishers of business journals for retail merchants in dry goods, furniture, hardware and drug fields. Also publish business building services, insurance audits, federal tax and advertising services.

Grand Rapids Furniture Record, Grand Rapids. Also publish retail furniture business promotion service.

The Dartnell Corporation, Chicago. Publishers of Sales Management Magazine. Also issue a monthly sales aid service, special reports for sales managers, books for salesmen and sales managers.

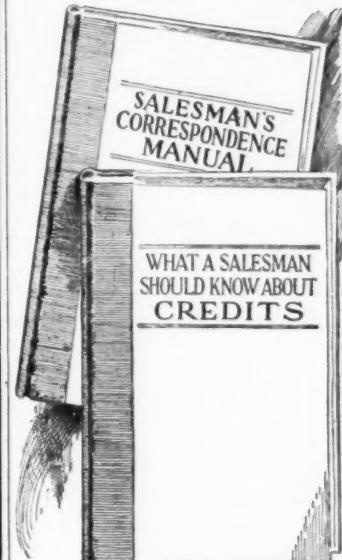
Henry O. Shepard Co., Chicago. Publishers of The Inland Printer. Also publish books and correspondence course on printing.

When a Big Price Helps

At this time when salesmen are complaining about the difficulty in selling because of high prices it is well to remember that just as many sales campaigns have failed because the price was

too low, as because it is too high. A certain furniture company, for example, found at the end of a year that they had on hand about two-thirds of their stock of a certain davenport. Analysis showed that the reason for this was that they had been aiming at too low a market. So they raised the price of the davenport, and advertised through their exclusive dealers, that they would furnish at that price a made-to-order davenport upholstered to match the hangings of the room, or in any covering that the buyer may select. By thus appealing to the better class of trade they quickly disposed of the surplus.

Let Us Send You These Two Manuals on Approval



We have received hundreds of letters from sales managers and salesmen in all lines of business assuring us that these standard manuals fill a long-felt want. One sales manager said that he had been intending to write a manual on correspondence for his salesmen for the past seven years, but never had time. Our manual saved him the trouble, and he bought a supply at a fraction of what it would cost him to have a special manual of his own printed.

The outstanding feature about the manuals is that they are down-to-earth. The points are put over, not by generalizing, but by quoting actual experience of some salesman. The manuals are really interesting. They are appreciated and read by salesmen. They will do more to develop salesmen, at less outlay of time or money, than anything we know of.

Credit Manual

Opens salesman's eyes to importance of credits as a factor in sales. How to size up a credit risk; getting the right references; how to analyze financial statement; keeping tab on customers; legal phases of credit; something about trade acceptances; credit suggestions to pass on to customers and other equally concrete data. Will help any salesman increase his net profit showing. 100 pages.

Price \$1.00 each on approval
\$7.50 a dozen
\$50.00 a hundred

Correspondence Manual

Promotes closer co-operation between salesmen and office. Tells how to write concise informative reports to the office; how to write a business letter to a customer; suggestions for advance letters; how to turn letters of complaint to advantage; with a chapter on general sales letters. Valuable list of words abused in salesmen's letters to office. A book that will solve the report problem for you.

The Dartnell Corporation
223 West Jackson Blvd., CHICAGO

Opening 600 New Accounts With the "One Call" System

The records are cluttered up with accounts of sensational results produced by backing up good salesmen with good advertising in a concentrated territory. But there is a deadly sameness about them. Here is a story that is different, and we hope suggestive, as well as interesting.

A tendency which seems to be gaining steadily in popularity, is the intensive cultivation of compact local markets. Sales managers are not only telling their salesmen that they must get more business out of smaller territories, but they are applying the same rule to their larger sales undertakings.

The campaign of the Florence Manufacturing Company, which secured for them sixty-six per cent dealer distribution in Chicago for a dollar hand brush, is only one of a number of similar campaigns which have been making sales history lately. This concern, of course, make a wide line of brushes—their "Pro-phy-lac-tic" tooth brushes being their best known product. But the government, with a keen eye to the welfare of its army, bought up all these tooth brushes at that time available. And the "Pro-phy-lac-tic" hand brush, selling at \$1.00 was picked for a substitute leader. Several sales plans were tested out with indifferent success, when it occurred to William Cordes, general manager of the company, that better results might be obtained by selecting certain zones and putting on an intensive sales campaign, in which salesmen selling nothing besides dollar brushes would be backed up by strong advertising in the zone of operations. Chicago was selected as a try-out territory.

Details of Bonus Plan

A flying squadron of specialty men were carefully selected, and trained for the campaign by LeRoy F. Purrington, manager of the Chicago office. They were paid a salary, with a weekly bonus for largest volume of sales, another bonus for the greatest number of dealers, with a sort of a super-bonus on top of that for results over and above a stipulated figure. Thirty cents a day was allowed each man for car fare. Armed with dealer lists furnished by a Chicago newspaper, these special men started out to put "Pro-phy-lac-tic" hand brushes in 900 of the 1,200 druggists in Chicago who had previously been selected as "approved prospects."

As might be expected there was no stampede of dealers to buy the brushes. In the first place the idea of selling a hand brush at one dollar was hard for some of them to digest. Most of the hand brushes sold averaged about one-quarter of that. Others insisted they had no demand—the old story. Still

others complained that they had a big stock of "just as good" brushes, and would wait until they were sold, etc. To all these objections the salesmen listened attentively, as good salesmen should do. You would never guess, from their expressions, that they had heard those stereotyped objections a hundred times within the week. Then, after the dealer had exhausted his supply of reasons why he wasn't "interested," the salesman would say:

"Why certainly not. You couldn't be interested in brushes such as you have been selling.

"I will gamble you've never had a brush that you could take a real interest in selling. A customer calls for a brush. You lay three or four unknown brushes on the counter. You let your customer pick out his own brush. You don't care whether he takes one or not. If he does buy it—you perhaps make a nickel.

A Novel Sampling Idea

"Now here is a brush that gives you an opportunity to exercise your salesmanship. Show the buyers how this plate holds the bristles. Have them examine the bristles—they will never come out. The brush will last for years instead of months. Besides a good profit—the brush will be advertised. Link up with campaign. Display them and you'll make more money on brushes than you ever made before."

While he was talking the well-schooled salesman was sizing up the store. By the time he had finished he had decided just how many brushes the dealer could dispose of within a reasonable time. Then he boldly asked the dealer for his order for that many brushes. "But" the dealer would stammer, "I can't possibly sell that many brushes." The salesman, of course, would rebuke the dealer for underrating his salesmanship, and again remind him of the advertising. He would lay before him his portfolio showing the actual proofs and display a letter from the newspaper acknowledging receipt of the contract. If the dealer still was timid, he compromised by taking a smaller order, and if he couldn't get that he sold him a brush for his personal use. It is interesting to note that in nearly every case where a brush was sold this way, repeat orders for a half-dozen to a dozen brushes

were received *after* the advertising began. In no case and under no circumstances were brushes given free as samples to dealers. Mr. Cordes believes that dealers, like anyone else, attach more importance to a thing which has been sold to them, and in which they have invested money, than in a thing given to them gratuitously.

But the most significant feature about the campaign was that salesmen were told to work on what is commonly known as the "One call and qualification" system. This system has been widely used in selling investments (and some to which that title could hardly be applied), but it had been seldom used in selling a staple. The salesmen "qualified" a buyer by information which was furnished to him in advance, checked by his personal judgment. He was instructed to sell the dealer on the first call, and make no call-backs. This proved very effective, as it furnished the salesmen with a strong talking point to urge immediate action upon the buyer, and saved a lot of valuable salesman's time in doubling back on a territory.

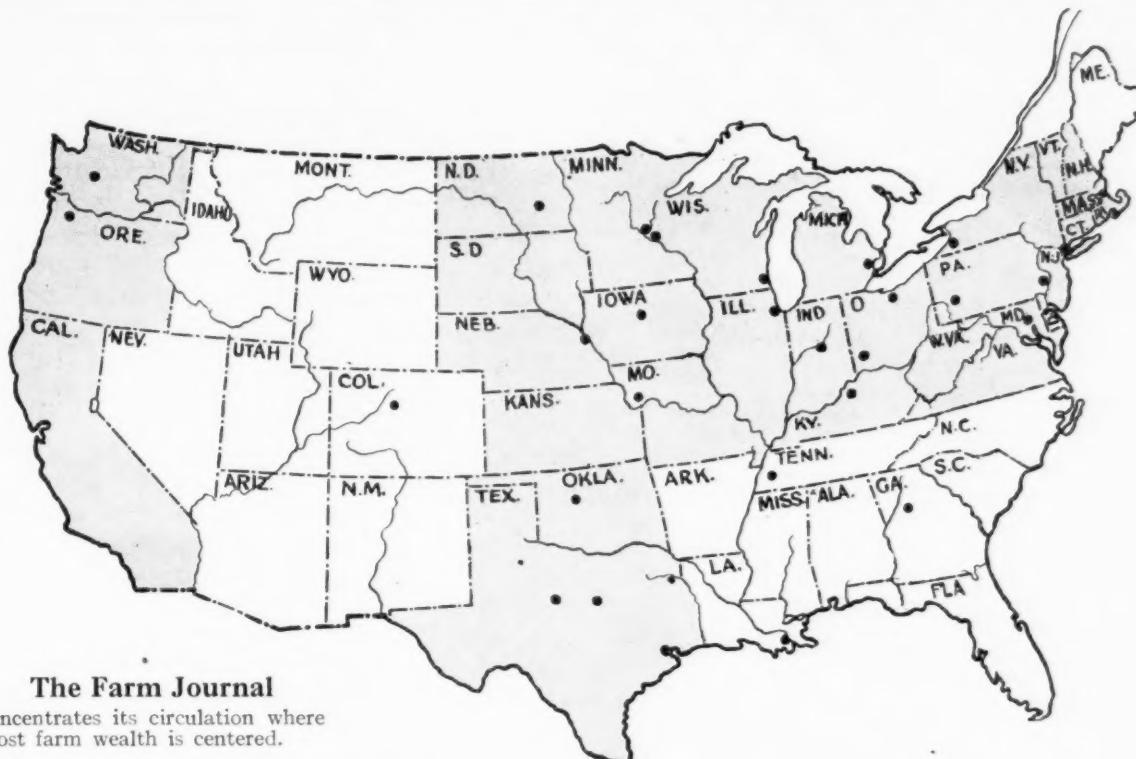
As a result of this method of working, and the careful coaching given the salesmen through daily sales conferences attended by company officials, advertising men, and sales experts, 600 out of a possible 900 dealers were sold within one month, and before a line of advertising had appeared. Out of these 600 stores sold, 400 of them put in window displays for one week. The average sale was $\frac{1}{4}$ dozen, the average cost per sale was \$1.09. Considering the conditions, and remembering that many manufacturers of products sold to drug stores have to take as high as a hundred per cent loss on introductory sales of this kind, the record stands as a credit to all concerned with the success of the plan.

Two knit goods manufacturers who recently arrived in New York from Japan with samples of their lines went to the office of the secretary of the National Association of Knit Goods Selling Agents as a logical place to obtain trade information. They told him they wanted to introduce their line to American buyers and asked if he would put them in touch with some of the bigger buyers.

The two visitors were told that this association represented selling agents and that such information could not be given out as it would take business away from the members of the association.

"We do not fear such competition," said Mr. Van Holland in discussing the situation. "They will have to go a long ways before they catch up to the American way of doing business."

Sales Management



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concentrates its circulation where
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Help Your Salesmen Reach America's Most Responsive Farm Trade

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Sales Management

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in the Interest of Better Marketing

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VOLUME I

NUMBER 11

This Magazine maintains no free lists of any kind.
To receive it regularly you must be a Paid-in-Advance
Subscriber in conformity with Post Office Ruling.

The Problem of Salesmen's Non- Productive Time

At least ten percent of a salesman's available time is spent waiting for an interview, calling back on "stallers" and sparing with guardians of the sanctum sanctorum. This is a conservative estimate. In most lines twenty percent would be nearer right. It is quite obvious that anything which would cut down this waste, even if only a fraction, would be worth-while. It would mean lightened selling costs at a time when the cost of selling is fast becoming a most vital problem.

We believe that such a result could be accomplished by energetic propaganda. There are over 1,000 house organs published in this country by sellers. There are hundreds of magazines, newspapers and trade publications having a selfish interest in promoting efficient marketing. Some of these periodicals have already made a start by publishing in advertisement form an appreciation of the salesman. It would be but a step further to emphasize editorially, or even in display space, the importance of buyers conserving the time of salesmen. The injustice of "stalling" a salesman should be clearly pointed out. The other day a purchasing agent for a big corporation stopped his car on Sheridan Road in Chicago long enough to tell a fellow motorist that he was burning too rich a mixture. He explained to the man in the next seat

that he "hated to see perfectly good gasoline go to waste." Yet this same purchasing agent thinks nothing of keeping from six to a dozen salesmen waiting hours at a time.

Years of pampering and wheedling have badly warped the average buyer's perspective. He has a deep-seated conviction that salesmen are paid to cater to his whims and biddings. It is always "my" time, never the salesman's time. He does not seem to understand the injustice of it all—that he is taking away from a salesman his most valuable asset—TIME. More important still he cannot understand that in the long run he—the buyer—must pay for this wasted time, just as surely as he must pay for everything that affects the cost of a product. Whether it is manufacturing cost or selling cost does not matter. This view-point can be changed. It should be changed.

SALES MANAGEMENT will be glad to supply, without cost or obligation, "copy" for articles along these lines to house organs, magazines, newspapers, trade papers or any other medium. We are only too glad to be able to do what we can to awaken business men to the true economic status of the salesman, and especially to advertise the gross injustice of uselessly wasting a salesman's time. Both of these ends are wrapped up in the same parcel.

* * *

A Sales Manager's Job Is as Big as He Makes It

Not long after the armistice was signed a sash and door manufacturer asked us how much business a concern should do to justify employing a sales manager. The letter concluded: "It has occurred to us that if we could get a young man, who would be willing to start in for about \$2,500 a year, that he would be useful in supervising our four salesmen, and getting some of the big business that is in sight." As a result of our reply a sales manager was employed—not at \$2,500 a year but at \$5,000 and a share of the profits. We hear that the concern has since doubled its business, and the sales manager has been elected "vice president in charge of sales."

This is interesting for two reasons. It reflects the lack of appreciation that is all too common as to the worth of a sales manager's services. It also shows what a sales manager, who has the right conception of his relation to the business, can do if he wants to. The business head who looks upon a sales manager as a sort of "straw boss" who draws a salary by virtue of his ability to keep down expense accounts and write "ginger" letters to the suffering salesmen is still with us, although in steadily diminishing numbers. There are also left a few sales managers who accept that view-point. But the modern sales manager refuses to be fenced off in a little corner of the business labeled "Sales Department." His back yard is the whole business. He makes his influence felt in the production department, the credit department, and even the finan-

Sales Management

cial department. He assumes the same relation to the business that one of its owners would assume, and properly so, for there is no department of the business which is not influenced by the sales department, and no department whose influence is not felt by the sales department. A sales manager who plays the part of a rubber stamp these days has nobody to blame but himself. It is entirely up to you whether you will be a vice-president in charge of sales or merely manager of the sales department.

* * *

Soft Pedal the Personal Pronoun

In one issue of a salesman's house organ that comes to this desk there appeared three articles signed by the editor, thirty-six "I's" (meaning the editor) and the editor's initials used three times. If we did not know the editor personally, and know that egotism was not a part of his make-up, we would picture him as a bright young man who was very popular with himself. But he isn't that sort of a fellow at all, so we must put his indiscretion down to thoughtlessness. The salesmen, however, who are supposed to read this "sheet" may not be so lenient in their judgment. Once the suspicion gets into their heads that the editor "thinks he is some guy" his influence is ended. The editor of a salesman's bulletin, more than any one else in the sales department, must have the good-will and hearty co-operation of the sales force, and the only way to get it is to play up the salesmen and keep himself in the background. Self advertising might be all very well in some places, but it is decidedly out of place in an organization paper.

* * *

Is It Any Wonder Some Business Books Are Woozy?

After long wondering why so many business books took up several hundred pages to say nothing we have at last found the reason. A New York publisher has decided that there is money to be made in a business man's library (another one) and he is looking for ten bright young men to write it. Experience is not essential. But to qualify you must be able to write smoothly, and the completed manuscript must be delivered by September 1st. To the right man the publisher will pay \$500 in cash, or make him a royalty proposition of ten percent on all copies sold after expenses have been paid.

How would you like to write a 212 page business book for \$500? Why, the cost of gathering the material for a REAL business book would be at least three times that, to say nothing of the time required to write, edit and proof-read it. A trained writer, skilled in arranging his thoughts and a master of his subject, will average only about 3,000 words a day. A 212-page book is a good three months' job, for which the publisher offers to pay him \$2.00 a day—less than you pay your hired girl. But that doesn't bother Mr. Publisher. He just has to have those ten books by

September, and as men who know what they are writing about are not lured by the \$2.00 a day bait, he has decided to find some bright young men to do the writing and then pay a college professor for the use of his name. Very original, isn't it?

* * *

How Your Trade Association Can Help You

Word comes from the East that the National Automatic Sprinkler's Association is considering the compilation of a general educational manual for use by members' salesmen. It is not a new idea, as many associations have been working along these lines, but it is a good idea and one that should be pushed along. The right kind of manual, filled with practical information contributed by all the members, places at the disposal of whole industry a wealth of sales ammunition. With this foundation to build upon, it is a simple matter for the individual member to add material of a competitive nature. Even if only a small percentage of the salesmen really used such a manual it would be a big step forward, because every industry is vitally interested in having its sales representatives well informed—especially in such lines as automatic sprinklers where the industry is in competition with other industries. Of course, there will be the usual objections to the plan—the outcome of jealousies within the membership—but these have been overcome in the matter of advertising campaigns and other projects of mutual interest and they can be overcome in the matter of issuing a sales manual.

* * *

Sales Management's Growing Family

When George P. Rowell founded the first journal for advertisers some 30 years ago and called it *Printers' Ink*, it wasn't long before there were Printers' Inks of every kind and style. Mr. Rowell refers to them in his book "Forty Years an Advertising Agent" as Printers' Ink's "babies." We can appreciate Mr. Rowell's paternal feelings, because within the last few weeks two new journals for sales managers have started. Others, no doubt, are on the way.

The more journals there are devoted to furthering the interests of sales managers the better. The field is large enough for all. But we do hope that the newcomers will possess enough originality to dig up a different name, and not do as one has done—use a name so close to "Sales Management" that endless confusion is sure to arise. We are willing to stand for having our editorial matter, our mechanical appearance and our page size imitated, but we are somewhat fussy about our name. We don't want others to get blamed for our shortcomings, neither do we wish to be held responsible for the combined indiscretions of what seems to be a rapidly multiplying family of sales managers' magazines.

My Way of Handling a Man Who Has Gone Stale

By W. F. McGEE

General Sales Manager, Sanitary Food Mfg. Co., St. Paul, Minn.

We each have our own method of dealing with the salesman who has an idea "there isn't any business in his territory," who tries to slide along on his reputation and has otherwise lost his vision and pep. Mr. McGee's way may not be your way, but just the same you will be interested in hearing about it we are sure. Then, after you have considered it, tell us your way. It's a timely subject and a good one to air.

Tolerance toward salesmen who are not producing a maximum of business is holding back a great many able men, and acting as a brake on a good many sales departments. Reasonable tolerance in a sales manager is a virtue, but if carried too far it soon becomes quite the reverse. When I first came into my present position the sales force was suffering from too much tolerance. In one case a salesman had failed in two widely different territories. His present territory had opened well some years previous. It was a good territory from all standpoints, and I happened to be personally familiar with it myself. But for some reason or other this man could not get anything like an adequate volume of business. I called the man in. I found him lacking in many of the qualities which go to make up a successful business getter. He did not have what you would call a magnetic personality. His habits were hardly what you would call regular. But in analyzing his personality I believed he could be made into a salesman if he was given the right kind of supervision and development.

"No Business There" Said Salesman

In the discussion regarding lack of results coming out of his territory he took the stand that the business was not there—the usual alibi. I proved to him that it was, and in checking over his accounts found that he was only getting the little fry. Apparently he was not enough of a salesman to sell the big buyer. It so happened that about this time the government's restrictions were becoming more drastic, and it was difficult for us to keep up with demand. So we took the man off his territory, and gave him a factory job which he filled with credit. His former territory was left open.

Last March we hired a new salesman and put him on that territory. In the first month he turned up 49 new accounts. He is maintaining that average. The salesman who formerly had the territory was surprised, to say the least, at the result. But it opened his eyes to the fact that it was not the territory, but

the man, that was wrong. From that time on he assumed an entirely different attitude toward himself and toward his house. I believed that the change of mind had made a better man of him, and decided to try him out in a Dakota territory that was open. I put it up to him square that this was his chance. I showed him the territory had good business in it, that the man who formerly worked it had made a good record. The man went out and in two months had increased the business 63 per cent. Now, conditions were no different in this last territory than they were in the first territory. Competition was just as keen. Distances were just as great. It was just a case of "viewpoint."

Sliding Along on the Past

Another case: We have a certain city territory yielding a safe established business. Most of this business was what might be called "house business" it was there through no fault of the salesman. It would come in anyway. Month after month this territory showed no gains in new accounts, and the salesman who had it felt that he was quite some producer in comparison with what salesmen in other territories were doing. He could not see that his territory was on a fixed yield basis where the others were still in a development state.

I analyzed the situation as well as the man. I wanted to find out what this fellow lacked. I could not lay it to inexperience, because he had plenty of it. He was well informed regarding the line. He had a good personality. His address was good. What then was the matter? One day while I was still puzzling a salary loan company called me up for reference. Here then was the answer? The man was worried about financial affairs. I had a talk with him and he made a clean breast of his financial circumstances to me. I was able to help him out in the way of increased compensation and he took hold of the work with a new vim and vigor that is a revelation. This illustrated to me, as I hope it will to other sales managers, the folly of expecting salesmen to work for less than they can comfortably live

upon. To sell goods a man must have a contented outlook toward the world.

The point I want to drive home is that when a man begins to slump off there is a reason. Because he has produced in the past, and because he has established himself in your mind as a "go-getter" should not blind you to the fact that he is not batting what he might. If you allow your personal regard for the man to interfere with your judgment of the situation, and become tolerant, you are doing both the salesman and yourself an injustice. There is a reason why that salesman has slumped off—and it is usually quite different from the reason he will give you. You have done a good week's work when you have found out what the real reason is, and corrected it.

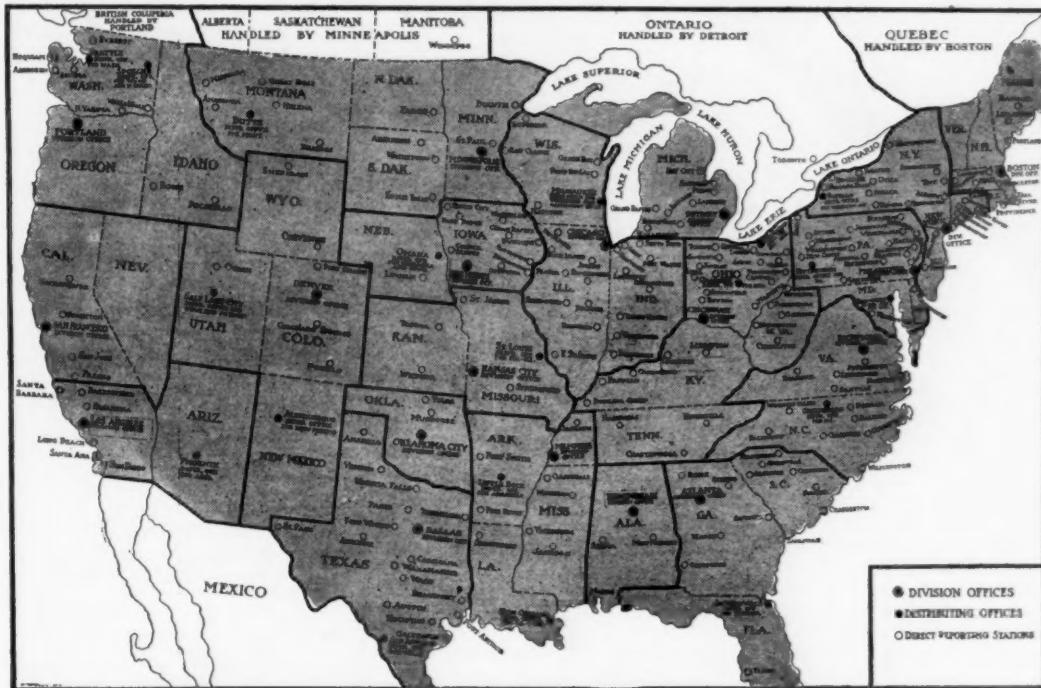
Value of Outside View-point in Sales Work

It takes one man to do a thing and an entirely different kind of a man to tell about it. You have seen the Doer awkwardly try to be a Teller in business journals, professional papers, interviews, speeches, and usually he is technical and dry. Telling is a business. I do not particularly care who does the thing if I can tell about it. And if you think Telling isn't a business, just try to make your living at it! A Teller need not necessarily know much about the thing he explains—not the deep technicalities. The Doer usually fails as a Teller because he knows too much about his specialty, and perhaps knows little else—especially does not know people.

If I can explain a man's business so clearly that the man's own wife reads to see what he does at the office, the objective has been reached. If he wrote about his own business he would take it very seriously. Being an outsider, I do not. Probably he would see only his own business. Being an outsider, I see it in relation to other industries, and to people. He would be very much afraid of making some misstatement of fact. I find that small technical slips do little harm, so long as the main picture is in good proportion and focus. Some of the best things I make are mistakes. Fear of mistakes is a form of self-consciousness, and self-consciousness is something one must eliminate by every means if he wants to write.

Then the Doer is under the handicap of writing only one article occasionally, while the Teller, writing for a living, is at it all the while. So quantity production enters in even here, you see. It is difficult for the small producer to compete, even in writing, with the quantity-production plant all tooled up.—JAMES H. COLLINS, in the *Saturday Evening Post*.

Sales Management



To secure full confidential information regarding persons applying to you for positions we maintain offices in all the larger cities and a corps of 20,000 inspectors covering all towns and villages.

When You Hire a New Employe

You question him about his previous experience. You require references. You consult former employers. You may even require a bond—yet, with all these precautions there are frequent failures to uncover important information about his record or environment. The facts you need most to know, are the ones least likely to come out in a personal interview or through references named by the applicant. Our system of inquiry through disinterested persons is the quickest and most satisfactory method of securing complete and dependable information. *You cannot know too much about the people you employ.* The big investment you make in taking on a new employe well warrants the small fee charged for our investigation and report.

Our System of Employment Reports

You deal direct with our office nearest you. Reports can be secured as quickly as you can hear from a reference. We serve leading concerns in all lines of business all over the country. We are especially organized to secure full confidential reports on persons applying to you for positions wherever they may be located. We secure this information without interviewing the applicant or divulging your name.

Information Our Reports Will Give You

By careful and tactful inquiry among the personal and business acquaintances of the applicant we find out for you whether applicant is a man whose word can be relied upon; his reputation as to character and morals; the reputation of his family; his domestic and financial status; a review of his business career; if he lives within his means; his present income; his home surroundings and other similar "inside" information.

What Other Users of Our Reports Say

A candy manufacturer writes: "On several occasions your reports have prevented us from employing men who superficially made good impressions." A truck concern: "Highly satisfied with the results we have obtained from using reports." A match manufacturer: "Reports are a good investment and more than self-paying." You will be equally well satisfied. For the small fee charged, you cannot afford NOT to investigate our report methods.

Let us send you without obligation

further information regarding our employment report. You will be surprised how little it costs to back your own judgment in selecting employees with our fact-giving reports. They are saving other employers a great deal of time and money. They will do the same for you.

Employment Report Department THE RETAIL CREDIT COMPANY, Atlanta, Ga.

New York Chicago Boston Philadelphia Pittsburgh Detroit Cincinnati San Francisco Richmond Des Moines
Birmingham Atlanta Oklahoma City Portland Dallas Los Angeles Denver Kansas City Memphis Minneapolis

More Time Face to Face With the Buyer

By J. T. Groves

Chairman, Personnel Committee, Texas Company, New York

Few articles have occasioned more comment than that by C. R. Johnson, "How Large Should a Salesman's Territory Be?" which appeared in the June issue of SALES MANAGEMENT. Inasmuch as this is a particularly timely subject we are re-printing here an excerpt from the salesman's organ of the Texas Company, kindly sent to us by Mr. Groves with the comment: "I am heartily in accord with your recent article on intensive working of sales territories."

Every salesman should thoroughly house-clean his list of prospective accounts and remove to a supplementary list the names of such firms that he believes to be practically hopeless, or at least, that he knows cannot be opened in the near future. After eliminating the deadwood, fill the space left with new material which will probably return bigger percentages of new accounts for the time spent in canvassing. A very important point comes up in the selection of those new prospective firms; select only such firms as are located within the shortest possible distance of the firms you are now canvassing, and are also within the smallest possible radius of our distributing points. By doing this you conserve your time; the Company's money in traveling; and excessive freight charges for delivery, and these are all exceedingly important items.

To appreciate the importance of this suggestion, I want every salesman to sit down and honestly analyze his time spent in a day's canvass.

Take the average number of hours used in attending to the Company's solicitation; estimate the amount of time spent in getting from firm to firm, the time spent in waiting outside some Purchasing Agent's office for your interview; and then estimate the exact time you have at your disposal for the actual face to face canvass with your prospect or customer, bearing in mind, that it is the time spent in the face to face solicitation only that brings the name on the dotted line.

The getting to the place, and the waiting for your man, are two necessary adjuncts, but exceedingly expensive adjuncts, and the more you can plan to cut down these two items, the more time you are going to have for the actual

solicitation the quicker your efficiency will be reflected.

The eternal friction point between Sales Managers and Salesmen is the question of size of territories. The Sales Manager is eternally trying to reduce the size of each salesman's geographical pilgrimage, and the salesman is always arguing that to reduce the size of his territory is to place him under an unfair handicap. The salesman should bear in mind that the Sales Manager is probably more anxious than he is to get results, and if better results were not obtained by intensive canvassing in small areas, the brightest minds in the ranks of Sales Managers would not recommend it, but it seems to be a rather

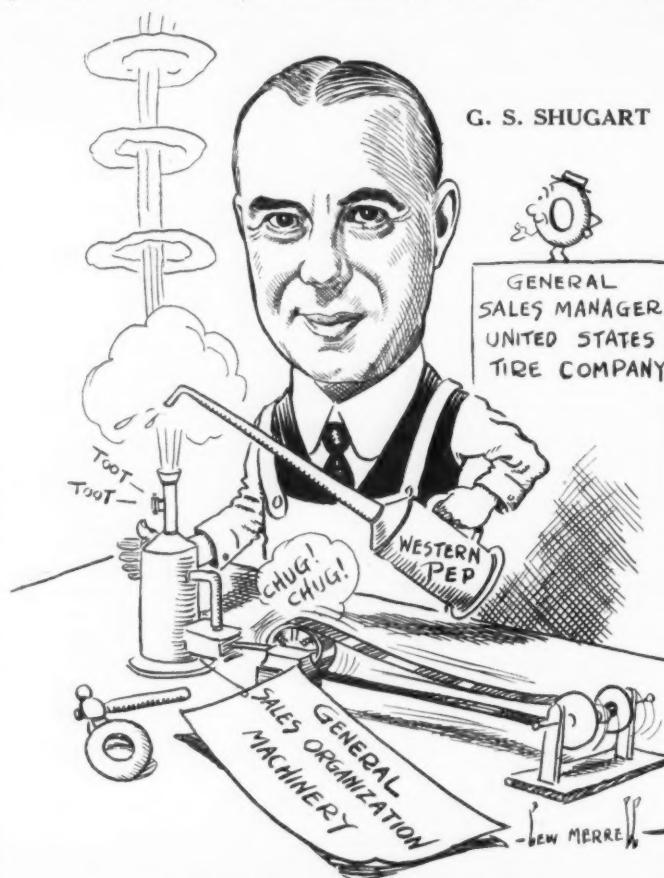
difficult proposition to make the salesman see it in this light.

This intensive canvass of a collection of accounts within a small area holds good in the congested city district, or in the wide country areas where the salesman's territory oftentimes covers hundreds of square miles. In the latter case, the salesman invariably floats all over this great area hitting the high spots, picking up orders here and there, without considering the cost of distribution or the cost of time and money spent in traveling to and from these high spots.

Remember also, that the only way you can build up permanent customers for the Company is to give your customers Service, and you cannot give Service when your customers are picked up at random many miles from our distributing points. Therefore, when a salesman has one of those large areas, he should carefully note the distributing points at his disposal; and with this important point always in mind, he should carefully plan his canvass and never add to his list of prospects any account situated in a far away corner if he is able to find an equally good one adjacent to a service station.

While a salesman's territory is usually limited by geographical boundaries, at the same time he can only canvass so many accounts within a period of 30 or 60 days. When he has made out a list of accounts which it is humanly possible for him to cover within these 30 or 60 days, he probably has not touched one-twentieth part of the oil users in his territory. Therefore, if the salesman will stop and think for a moment, he will realize that the more he spreads his limited number of accounts over an unlimited territory, the more of a handicap he imposes upon himself.

Therefore, my thought for the June issue would be that the salesman carefully consider the location of every new prospect he places on his sheets; see that it is as closely adjacent to a distributing point as is possible; and when his list is made up, he should make an intensive canvass of those accounts and forget the rest of his territory, as the results, in a final analysis, come from the number of accounts to which the salesman can give real attention, and the Company can give real service, rather than from geographical area.



Introducing Mr. Weston's Successor

Use The Baltimore NEWS for Its Dealer Influence



Typical bulletin board crowd around the offices of The Baltimore News. The NEWS is a real influence in Baltimore—by far Baltimore's greatest selling influence is a campaign in The NEWS

In these days of multiplied and highly complex merchandising problems it is as much the function of a newspaper to influence dealer co-operation as it is to create consumer desire. To make your advertising serve this two-fold purpose it is not only highly important that you get circulation in the largest quantities but that you select a medium the use of which will have weight with the dealer, smooth out the obstacles in the path of your salesmen and cause him to stock your goods at a minimum of selling cost and effort.

To meet this requirement The NEWS has a valuable asset in dealer goodwill that manifests itself in most cases where the dealer is consulted. He knows that the NEWS has the largest net paid circulation of any daily paper in Baltimore. He knows that it is the only paper in Baltimore carrying the dependable telegraphic service of the Associated

Press THE DAY THE NEWS HAPPENS! The NEWS is also the only Baltimore paper that showed a gain in circulation for the six months ending March 31, 1919, as compared with the same period a year ago. The NEWS carries more display advertising than any other Baltimore paper.

Details of our plan to get distribution and sales for your product in Baltimore furnished without obligation to prospective advertisers in this tremendously potential field.

THE BALTIMORE NEWS

"Goes Home and STAYS Home"

OVER 100,000 NET PAID — DAILY AND SUNDAY

DAN A. CARROLL
Eastern Representative
Tribune Bldg.
New York

Frank D. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First National Bank Bldg.
Chicago, Ill.

Sales Management

When Salesmen Are Indifferent About Collections

Here is a story that shows how one big American business concern is getting in more money with orders, cutting down credit terms, and multiplying its capital turn-over. The American people have more real money today than ever before. By getting your money in more quickly you help the credit department, relieve the financial department and, best of all, open the way for a greater sales volume to the same customers.

Every sales manager knows that you can sell more to a paid-up account than you can to one that is behind. But not all sales managers take that knowledge into consideration in focusing the energies of their departments. The National Cash Register Company have just started a campaign to get "More Cash into Dayton." The company records show that during the first five months of this year the American selling force did a seventeen per cent cash business, while France, Belgium, Great Britain and Italy did a fifty per cent cash business. In view of the fact that there is more per capita wealth in this country today than in Europe, the management is asking the sales force to beat the record of its European divisions.

To visualize the importance of getting more cash into Dayton a special edition of the N. C. R. has been issued. This issue pictures seventeen different reasons why the company must have more cash. Believing that these reasons may be of help to you in selling the shorter term idea to your own sales force we are printing them here.

1. Patents and Inventions—More than a million dollars have been spent on patents to take care of future demands on our registers, and more will be spent.

2. Real Estate—Our increasing business makes it necessary to have more buildings. Last year we bought land that cost over \$60,000.

3. Buildings—Two new buildings have been put up within a year, and several more are badly needed.

4. Material—Over \$3,000,000 of iron, lumber, steel, paper, brass and finished parts are now in our stock rooms.

5. Labor—Our payroll last week was \$162,000 and it is getting bigger every day.

6. Machinery—We discard out-of-date machinery. Over \$500,000 is spent each year for new machinery and tools to replace old equipment.

7. Insurance—Insurance on our buildings, finished registers and raw materials costs the company many thousands of dollars a year.

8. Interest on Money—Borrowing money would cost the company many thousands of dollars a year. We can save this interest by getting better terms.

9. Taxes—The tax rate is much higher than five years ago.

10. Advertising—Printed advertising and lectures will cost the company \$500,000 this year.

11. Freight and Express—It is costing more than \$10,000 a month to send registers to merchants who order them.

12. Commissions—Millions of dollars in cash commissions are paid in advance every year. We are compelled to wait 18 months for most of our money. We must get better terms.

13. Donations—Last year the company gave away thousands of dollars to help make the world a better place in which to live.

14. Profit Sharing—In order to derive the greatest benefit from sharing profits with employees we must pay promptly in cash. We wait more than 12 months before we get our share.

15. Unexpected Expenses—It has always been necessary for us to provide for unexpected expenses, such as the Dayton flood, war relief and other things.

16. Welfare—Welfare work for our 6,800 employees is a good investment, but it cost us more than you would imagine. It pays.

17. Bad Debts—Cancellations, pulled registers, and bad debts cost us thousands of dollars each year.

The obvious purpose of this broadside, which features these reasons in large type with a suitable illustration accompanying each reason, is to make borrowing less necessary. It will be noted however, that the appeal serves several other important purposes—one being that it brings home to the salesman and worker the many expenses that enter into the cost of doing business. The average salesman has the habit of figuring only the cost of actual material and labor that goes into the thing he is selling, and supposes that the difference between that cost and the selling price, less his commission, is clear profit for the company. Very few salesmen even begin to appreciate the tremendous expenses that are connected with running a modern business. If they can be made to understand that these expenses run into a great deal of money they are better satisfied with their allotment of the profits. While we are engaged in settling the spirit of unrest that pervades the shop, we must not lose sight of the man who carries the grip. He is just as

human, and just as prone to error in figuring the cost of doing business, as the man who works at the bench and punches a time clock.

Calls Private Brand Daddy of Chain Stores

By F. C. Gaylord

Of Horner, Gaylord & Co., Clarksburg, W. Va.

(NOTE: At this time when the menace of the chain store is receiving so much attention Mr. Gaylord's views are especially interesting. He is a successful grocery jobber himself, and knows what he is talking about. The following is an excerpt from a paper before the recent convention of the Virginia Wholesale Grocers' Association.)

The jobbers' private brands have done more to hurt the retailer than any other one thing. The retailers store is often filled with private brands unknown to the buying public. Jones sells him Jones' Oats, Smith loads him up on Smith's Oats, and Brown gives him a dose of Brown's Oats, and the result is he spends too much time trying to sell Mrs. Flaherty Smith's Oats when she calls for some well known brand. When invoicing time comes around he has three cases of private brand oats filled with bugs—Orphan Oats with no daddy.

Did you ever lose any money on well known or advertised brands? No, you never did. They are always worth 100 cents on the dollar. They have a mother and a father—somebody with a reputation right behind them. I hope to see the day that we will have nothing in our house except advertised brands.

Big Margins and Small Profits

The object of the jobbers' private brands is, of course, to make a larger profit—get away from competition—give the customer something that he knows nothing about. Often the jobber is induced to try a private brand on account of the large profit it shows. I have always found that if an article pays an extraordinary large profit, nobody wants it and it costs too much to sell it. We have found when an article pays 50 per cent profit it generally costs 75 per cent to sell it.

The backbone of your business is the quick selling, staple, advertised 10 per cent profit articles. Cut them out and your business is gone. Give me the goods that have the least resistance, large volume and quick sales. You may call me an order taker. The specialty man introduces the article and the good salesmen get the orders.

I realize that many jobbers object to specialty men, but let me give you a pointer, they are here to stay, and you had better make up your mind to tolerate them and encourage them.

The private brand business is the daddy of the chain store, which is such a menace to retailers.

THE BADGER LOOSE-LEAF LINE

"YES SIR—This Badger Loose-Leaf Catalog Binder has helped me land orders!"



"I never have to cross off items or prices when they are revised, because the house sends me new pages to replace the obsolete ones. I can make the change in a jiffy—my catalog always has an up-to-date appearance and it invariably creates a favorable impression.

"I've had this binder for a couple of years—it is as serviceable as a new bound catalog just off the press and it's good for many more years.

"In giving me this loose-leaf catalog in a Badger Binder, the house is helping me sell goods. It gives me confidence in the men and methods in the home office, and I pass that feeling of confidence along to my customers. A house that stands behind its salesmen cooperates with its dealers too—and my customers recognize that."

What About Your Salesmen?

Does the equipment you furnish to them act as a help or a handicap to their efforts? Do you make them sell from a bound catalog, which becomes soiled, torn, obsolete and unsightly soon after it leaves the press and is subject to usage?

Give them a **Badger Perfection Binder**—flexible and with handles. It is also made with stiff covers and without handles for your dealers. It is undoubtedly the best loose-leaf binder on the market today—its special, patented features make it durable, attractive and practical.

If you are looking for loose-leaf devices of any sort, we can fill your needs.

Write us today for information and suggestions as to how Badger Binders will fit your particular needs.

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Originators of the loose-leaf system of cataloging.

Application of the Budget Plan to Sales Work

By J. George Frederick

This is the fifth of a series of articles based on data selected from Mr. Frederick's forthcoming book. It deals with a subject that was recently discussed by the New York Sales Manager's Club and is at present receiving wide consideration. It has been said that a budget system at best is but a guess, but at least it provides a goal to strive for and a yard stick to measure accomplishment.

It is an unfortunate fact that many sales managers are in their positions and are judged successes simply because the sales volume or growth appears to be satisfactory.

I hold that volume, or even what looks like fair rate of growth is a very poor way to judge any sales manager's success, because many industries are riding on the success of their lines in general. A great many businesses have ridden to success on the boom wave of the iron and steel business, or on the boom of something else. Other businesses, conversely, have suffered by a back wash and the sales managers in that line have been harshly judged, for their line of business might be on a downward trend of inevitable tendency. So that I don't believe volume of business or general success is a real measure of a sales manager's success, because success in any sales proposition must be judged by all the factors, including profit and volume, and mainly by standing, good will, by rate of development as compared with rate of possible development, before it can be truly, fairly judged.

Sales plans are of two varieties—the long-pull kind and the short campaign kind, therefore, it is necessary to judge sales plans and their success or failure by the kind of a goal they seek—whether a fall down is a mere incident on the road to success or whether it proves the plan is going wrong.

Scrapping a Whole Plant

One of the most striking illustrations of sensing a dangerous situation before it arrives was given in the experience of the American Locomotive Company. You will remember that five or six years ago they were manufacturing the ALCO truck, although they were manufacturers of locomotives. They manufactured one of the best trucks built. They had a good sales organization, no lack of orders, and everybody considered that they were operating a very successful business. They had \$1,000,000 invested in a plant and everything on the surface apparently was all right. But at a certain meeting of the Board of Directors, the entire plant was "scrapped."

It happened long enough ago to disclose a few facts behind this action. To a company making locomotives, truck selling was a strange business. It necessitated different methods entirely in manufacture, in sales organization, in advertising, in administration. In dropping the ALCO the directors displayed real wisdom as well they might, for they included a number of the highest business calibre in the country. They looked at the truck business basically and from a twenty-five year standpoint, and before they made that decision we made a very searching, fundamental investigation of the market, not as to the market at the time, but the future market, its rate of growth and the fundamental facts behind the manufacture and sale of trucks from their point of view.

When that investigation was finished and digested by the Board of Directors there was not a single dissenting vote to the decision to quit manufacturing trucks. It did not fit them.

This illustrates what Premier Lloyd George has called "being audacious." In other words, here was a company bold enough to take a decisive step before its hand was forced. The cloud on that horizon was no larger than a man's hand, but they knew how to recognize and analyze it. There are instances without number of manufacturers making a certain article or selling in a certain manner, operating certain policies, or performing certain services, which fundamentally are not right for that line of business. If their Boards of Directors had the courage, if they would get the facts and decide either to quit altogether or go in deeper and more courageously, things would happen. A half-hearted policy kills a great many propositions—nullifies the efforts of a sales manager, just because the Board of Directors neither is sold or unsold. It is neutral, indifferent, without the right kind of an attitude; a condition which I think has a great deal to do with the failure of a campaign.

"Fiddling" With the Sales Plan

The fact that a concern is only half-hearted in a thing and will not take the trouble to get the full information, to either discard or go into it aggressively is a vital defect. They fiddle with it, and play with it, and it is a failure for these reasons, a failure which can be discerned long before it happens. Some mind in such a business should act to gather the information, free it and force a decision.

Next, there is the failure which is that of a single campaign. In order to judge properly just what is success in a campaign, it might be well to enumerate one or two things upon which you can judge whether a thing is a success or a failure, in partial or whole degree. A thing may first not be making enough profit; it may second not be growing fast enough; it may third not have the possibilities, the basic possibilities of future development in it, or fourth it may not be securing the good will or standing that it should have. The sales may be good and progress may be generally satisfactory. Even with all those things there should be no compromise, as I see it. Success is an aggressive thing, not a mere "contentment proposition." A policy should be in operation in all businesses which will secure the proper looking glass in which to see the business as it really is. I know a business capitalized at millions, which paid 10 per cent dividends last year, but

(Continued on page 228)



Are You Advertising To the Richest Market in the United States in the most effective way?

Greater Boston with the six New England States
is America's Richest Market

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- As a Wool Market
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By the last census, 1,587,093 people lived in Greater Boston.

New England, city, town and open country is the most thickly settled section, of its size, in the United States.

With an evening circulation of 301,000 the Boston American has but 10% less than the total circulation of all other Boston evening papers combined.

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No other Boston evening paper *approaches* the American in Department Store Advertising lineage.

Not to use The Boston American is to neglect New England

Sales Management

Those Wishing Back Issues of Sales Management

We receive on an average of from five to twenty requests every day for back copies of this publication. To save time all around, we wish to repeat that **there are no back copies available.**

Since the magazine was started in October we have printed nearly 50,000 copies. Out of that total there are exactly fifty soiled copies of all issues on hand, four office files, and eighty-five copies of each issue put away for bound volumes when the first volume is completed.

It is our policy to only print enough copies each month for our immediate circulation needs. We do not believe it fair to our advertisers to ask them to pay for circulation that doesn't circulate. But at the same time we appreciate that much of the editorial material published should be given permanent form for reference use.

We have accordingly embodied all data of a reference nature appearing in the magazine, under the proper classification in the revised and enlarged edition of

Survey of Sales Management Practices

now being printed. This revised edition will contain over 250 pages of boiled-down sales data (including the entire contents of the 1918 Survey) and will be sold in both loose-leaf and library editions for \$5.00 a copy. Advance orders are now being accepted, subject to billing on approval when Survey is off the press.

The Dartnell Corporation
PUBLISHERS
223 W. Jackson Blvd. Chicago

The Budget Plan in Sales Work

(Continued from page 226)

which everybody but the president knows is doomed in five years. It has no means of studying itself—which is as bad as an army without scouts, advance forces or skirmishers. The research departments being established by so many large concerns illustrate how this truth is getting "home."

The factor which probably wrecks more campaigns, and I think will bear further elucidation, is the matter of a budget, of fixing the goal properly. You can't judge whether a thing is one thing or another unless you have a clear scale with which to measure it. It would be foolish to measure dry goods by eye measure. You must have a yard stick. That is the trouble. There is so often no definite yard stick to measure sales effort by. The best measure that I know is the budget. I have been investigating this subject for some time, and I find that probably not more than about three or five per cent of the business of the country is actually budgeted. Many business men budget advertising campaigns. That seems to be an accounting necessity, to a certain degree. But budgeting the sales efforts—that seems to be more honored in the breach than in the observance.

How to Lay Out a Budget

The best method, of course, is to budget the entire line of business. The budget means only marking off definite goals, not only for the business in general, but for every department, for the factory, for the sales department, and even the administrative department; and nothing will so sharply tell whether the business is failing or gaining than to have it budgeted. We all hear of setting quotas for the sales for a year, but that is as far as the budget idea usually goes. And yet that budget properly carried through can be made so detailed that every man in the sales organization can be made to know exactly from month to month at least, just how far his own individual effort is a success or a failure in that particular campaign and up to that time.

A proper budgeting of sales from the point of view of production is the only square deal to the factory. A factory which is flooded with orders and then is scolded because it is behind is not getting a square deal. When the year's business is laid out and the production schedule by weeks if not even by days, is figured out for the entire year, you begin to give the factory a square deal.

As to making budget figures graphic I think a wall graphic chart is the best plan of handling it. Get up a large wall

graphic chart and budget the line of performance in sales for the year, month by month, even perhaps week by week, then as time goes on plot in red the actual performance. That chart should be put in front of everybody so that the extent of the performance and how near it comes to reaching the budget is known to all.

The proper making of the budget is a matter for careful study. It is not a haphazard thing slapped on roughly as compared with some past performance, but should be measured in detail so that the difference in performance is not going to be so far out of the way as to discourage your organization.

The relation of net profit to sales failure I consider of great importance to study. I am one of those that believe that sales managers are too often withheld from or are indifferent to the facts about profit. Most sales managers have an obsession regarding volume, and are not properly educated by the general management on net. Many times when the net is thoughtfully examined, the whole sales policy will change, because certain items, especially in a varied line, which the sales managers have had an obsession to push, are found to be burdens. Net may change with seasons and conditions, and sales policy should be moulded with it. If not, a sales campaign may be a failure even when rated a success.

Setting a Goal for Success

Finally, there must be another kind of a goal in order to correctly measure success or failure. I mean **possible sales** and sales resistance. Mr. Dodge of the Burroughs Adding Machine Company is one of the many able sales managers who believes in surveying the possibilities of the territory to such a degree that your efforts register your relative efficiency like a clock, and show the correct ratio of success. In other words, the Burroughs Adding Machine Company knows almost exactly how much is expected from each small unit of territory and that that unit is a county, which is being made a unit in many other big businesses. It is possible, thereby to judge the success of the campaign.

The per capita basis is also an excellent method of analysis of fall down. The per capita consumption figured out as to average town sizes permits you to know that in towns of five hundred or a thousand in a certain state or district your dealers should be selling 89 cents to every person. You can show the dealers and jobbers that their territory is far below the average and show up the weak spots better than any other measure that I know of, because finally population is the measure of any sales effort.

AT LAST!

A Catalogue and Price List Cover That Is a Real Selling Aid

Never before has there been manufactured a really successful catalogue and price list binder. Every binder sold for this purpose up to this time has had faults. Owing to these faults, a great many concerns have hesitated to adopt the loose leaf idea for their catalogues and price books. But today we are in a position to announce the perfection of a device that without question has no equal.

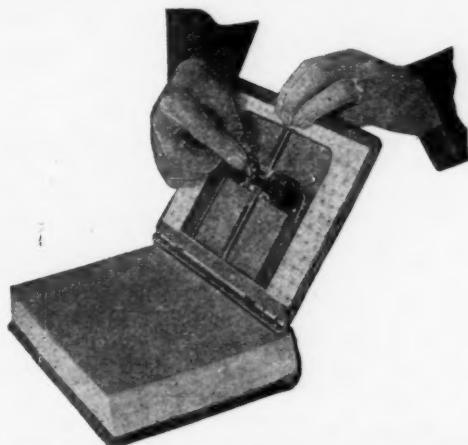
The new Kalamazoo Style "H" Binder was originated for the specific purpose of making loose leaf catalogues practical and satisfactory.

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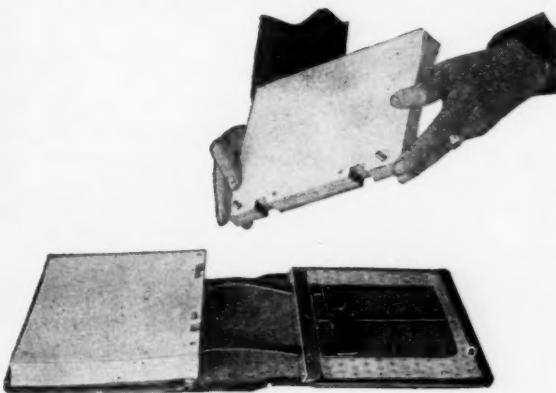
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Kalamazoo

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Sales Management

How Thomas A. Edison Picks His Executives

By William Maxwell

Vice-President, Thomas A. Edison, Inc., Orange, N. J.

The success of Edison, like that of many other captains of industry, is in a great measure due to his capacity to surround himself with men who can carry through his plans. Mr. Maxwell is one of these men, and in this excerpt from his new book "Training of a Salesman" he tells about his experiences in being "picked," and Edison's methods of developing latent capacity in his men. The following is reprinted with permission of Mr. Maxwell's publishers, J. B. Lippincott Co., of Philadelphia.

Eight years ago, in the capacity of a supposed expert at sales promotion work, which distinction I now disclaim, I entered into correspondence with the president of the several corporations that manufactured and distributed the various products of the Edison Laboratories. Him I imagined to be the power behind the throne, the man who had capitalized Mr. Edison. I lunched with this gentleman in New York one day, and a few days later was invited to accompany him to the Edison Laboratories for the purpose of meeting Mr. Edison.

A Book Is a Place to Begin

I shall never forget that first meeting. I was led into a large library which is Mr. Edison's office. This library is located in his private laboratory. It contains perhaps ten thousand volumes, mostly on scientific subjects, and I am sure it is quite correct to say that Mr. Edison doesn't believe a single statement or formula in any of these books, unless he has personally proved its truth. Reference books mean to him merely a starting point for his own research work. He always forges far ahead of the most advanced treatises. To Edison, that which has been written in a book is elementary, no matter by whom it was written, nor how far it surpasses all previous knowledge. When he has occasion to consult a book of reference he first tests the truth of its contents and then begins to explore beyond it. That is one reason why Edison is Edison. However, I have gone ahead of my story.

There were two galleries of books arranged in numerous alcoves that debouched into a lofty open space. Nearly in the center of this open space was a roll-top desk. Behind the desk sat Mr. Edison. He is not often there, but he was there on this particular morning.

As he rose to acknowledge my introduction to him, I instantly compared him to a lion; an amiable and benevolent sort of a lion, perhaps, but a lion nevertheless. Instinctively I knew that

Edison was not a figurehead; also I knew that my employment by his companies depended entirely on his opinion of me.

He smiled and drew me into a chair by his side. He did not do this by words, not even by a gesture; he merely conveyed to me in some way which I cannot explain that he expected me to seat myself near him and speak to him briefly and distinctly. As you probably know, Mr. Edison is quite deaf, which fact he counts a great blessing, as it spares him from long conversations.

I was unprepared to say anything. Mr. Edison smiled quizzically and spoke first: "I understand that you're the whole thing with So and So," a firm for which I had been doing some sales, promotion work.

Truthfulness, and perhaps a trifle of perversity and possibly the merest pinch of modesty, but chiefly truthfulness, prompted me to reply: "No, I'm not the whole thing, Mr. Edison; I'm merely a cog wheel in the machine."

He smiled approval and asked a few more questions. The president of his companies explained that I was unwilling to sign a contract for a given term of employment.

Don't Believe in Contracts

Mr. Edison nodded, and with a princely disregard of my presence replied: "He's got the right idea. If he makes good, he doesn't need a contract; if he doesn't make good he won't want to stay. Go ahead."

The interview ended there and I became an employee of Thomas A. Edison. At the time I thought he had reached a rather hasty decision. Later I learned that, previous to our interview, he had studied my record as only Edison can study data and, furthermore, had personally instituted, through an agency of his own, a private investigation of my character, habits and ability. My interview with him that morning was merely a "once-over" inspection. I did not know it at the time, but I sustained on that occasion a scrutiny as searching as the Paris police are reputed to give

to persons in whom they have a professional interest.

No one knows or probably ever will know exactly what standards of judgment Mr. Edison employs in forming his preliminary judgment of a man. There are treatises on the subject of character reading, but Edison would scorn to adopt the rules expounded in any of them. Whatever rules he uses are drawn from his own experience. Although partially deaf, Mr. Edison has not cultivated the faculty of lip reading. However, he is an expert reader of human faces. Very possibly he long ago decided that it is less important to read a man's words than to divine the intent behind them. He is a close observer of men's eyes. Also, he appears to entertain a collateral interest in their ears, chins, foreheads and heads, as well.

Thomas A. Edison's activities have brought him in contact with many men in various walks of life. He has sat at countless conferences, deaf and indifferent to the conversational camouflage which most men use to mask their motives, and has studied faces, cataloging each type, I think, and thus arrived at the standards of judgment which he now uses. This is merely my opinion. Perhaps Mr. Edison would not admit that his opinions of men are based on any such classification of his observations. Perhaps he is not even conscious of having made observations of this kind; but if you will cultivate reticence, study the faces of all the men you meet, and classify them by types in the light of their subsequent acts, I am pretty sure that you will ultimately acquire the habit of forming your preliminary estimate of a man very much as Mr. Edison gains his first impressions.

Edison is inclined to be incredulous, and is invariably an indefatigable investigator when he considers a matter to be of sufficient importance to deserve investigation. What I tell him about you, or you tell him about me, he accepts as he does the text of a scientific book. He considers it solely as a point at which to begin the observations or investigations on which his own opinion will finally be based.

Fee for Trade-Mark Registration in China

A cablegram of June 27 has been received from Consul General Thomas Sammons, Shanghai, stating that from August 1 the Chinese customs will charge a fee for the provisional registration of trade-marks and patents. From that date a remittance of \$7.50 Mexican must accompany applications from foreign countries. There is no change in the filing procedure.—Commerce Reports.

Sales Management

Measures in Congress Affecting Sales Managers

(Continued from page 206)

culation, delivery or use of any business card, trade-mark, label, firm name, design, picture, wrapper, paper or advertisement that is a colorable likeness of any known existing selling or advertising form. Chairman Nolan of the Patent Committee of the House of Representatives has a trio of bills that would give an established business interest greater redress than is now obtainable in the form of compensation and damages for infringement of patents, trademarks, etc.

Commercial bribery which the Federal Trade Commission has been striving to wipe out by means of "Complaints" against individual concerns would be sweepingly prohibited should H. R. 263 become a law. This Bill is one that is evidently causing some disquietude among sales managers. The Federal Trade Commission has all along held that there is no harm in the proffer of a cigar, the extension of an invitation to luncheon or any of the other ordinary courtesies incident to salesmanship and has acted accordingly, but some sales managers are apprehensive that if the pending bill were adopted with its uncompromising attitude toward gifts, offers, promises and loans and its enforcement were left to the discretion of the various courts, serious inconvenience might result.

On the waiting list to receive Congressional attention are a number of bills affecting sales managers via their mailing responsibilities. For example, there is the Bill of Representative Steenerson (H. R. 6951) to authorize the return to the sender or the forwarding of undeliverable second, third and fourth class mail matter and the bill of Mr. Voight (H. R. 6324) which would authorize the Postmaster General to accept the pledge or guaranty of the senders of mail matter for the postage necessary for the forwarding or return of such matter. Representative Mansfield has a Bill (H. R. 2848) which would put into force a postage rate of one cent on drop letters.

I have been a subscriber to SALES MANAGEMENT for some time. I am finding the magazine of the utmost value in my work and you may rest assured that my name will become a fixture on your subscription list.—Walter Mueller, General Manager, A. A. Vantine & Co., Inc.

Brush up Your Knowledge of ECONOMICS— *The Underlying Science of Business clearly and completely stated for you in 90 brief pages!*

This new "Brevity Book" gives you, without wasting your time or effort, a thorough review of this important business man's science. It covers the true causes of price changes, the fundamentals of domestic and foreign trade, of the production, the consumption, and the distribution of wealth and income; it also summarizes accurately what you want to be sure you know about many current economic problems, including taxation, socialism, bolshevism, as well as public ownership and regulation, free trade and protection, markets and their trends, the general price level—in short, it covers ALL the essentials of this practical science. Salesmen and sales executives especially will welcome—

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By Harrison McJohnston, advised by an editorial board consisting of professional economists and business men.

The author is a business-man economist. He does not aim to tell you how to run your business, but he does tell you accurately, in business man's language, all the important principles and laws of Economics, the science which observes, analyzes and interprets the more fundamental factors involved in all trade and industry. You will know that your knowledge of Economics is adequate and authentic if you carefully read this new "Brevity Book."

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Sales Management

Napoleon—Sales Manager Extraordinary

(Continued from page 208)

Friedland, eleven campaigns in Italy, Egypt, Austria, Prussia, Poland—”

But the emperor cut him short, and mimicking his excited manner said: “There, there, how you work yourself up when you come to the essential point! That is where you ought to have begun; it is worth much more than your melon. I make you a knight of the Empire with a pension of 1,200 francs. Does that satisfy you?”

“I prefer the cross, your majesty.”

“You have both one and the other since I make you a knight?”

“Well, I would rather have the cross,” and the worthy grenadier could not be moved from his point. He was only appeased when the Emperor fastened the decoration upon him. It was for such trifles, as a wise statesman of France referred to them, that carried the soldiers of Napoleon through his terrific campaigns. It was not the few cents a day pay they received most certainly.

But in spite of his great ability as a leader of men, as an organizer and as a strategist Napoleon Bonaparte was the greatest failure in all history. He did not build permanently. He could not see far enough ahead to realize that his ambitions would eventually bring down allied Europe upon him. He fell a victim to the virtue of success—self-worship. There was no place in Napoleon’s plan of things for advice or advisors.

Over-doing Self Reliance

He cared nothing for the opinion of others. “I judge by my own judgment and reason,” he boasted, “and not by the opinions of others.” But there is a vast difference between self-reliance and bull-headedness. Napoleon wanted to invade England. As long as her power was unbroken he knew that his plans of world conquest must fail. With elaborate preparations he trained his troops and marshaled them along the French side of the English Channel. Even while he still hesitated to make the attempt Fate came along and put into his hands a weapon which might have given him victory.

The weapon was the steamboat; it would have made him independent of wind and tide in his attempt to cross the channel. Fulton, knowing his ambition, had brought it to him. And Napoleon would not even see him! Without a moment’s investigation he branded the inventor as a charlatan and sent him away. That same impatience at advice, which turned Fulton away without a hearing, reddened the snows of Russia with the blood of the Grand Army, and prepared the way for the end.

That, it seems to me, is the great lesson that a sales manager can learn from the experiences of Napoleon the Great—the lesson of keeping an open mind toward the works and thoughts of other men. However, brilliant you may be as a sales strategist, as an organizer, or as a director of men your success can be only temporary if you indulge in self-worship. Let us give the other man credit for knowing something, and let us add what he knows to what we know so that our knowledge may be as big and broad as possible.

Selling South of Panama

(Continued from page 212)

question of establishing agencies abroad.” “Unfortunately,” replied Williams, “the material to select good salesmen from is very limited; we have enough to contend with trying to discern the adventurer, booze-fighter, gambler or confirmed crook, and if we avoid tying up with one of these undesirables, we have already accomplished much. The trouble with too many men we send abroad to sell goods is that they are too prone to work along lines of least resistance. In America it is well enough to follow the precepts of Josh Billings and when a customer asks you a question find out what kind of answer he wants; give it to him, and in his estimation the two of you will be the smartest men in the world. That doesn’t work in South America, where people are slowly recovering from inherited prejudices over a misinterpreted Monroe Doctrine. The Pernambuco merchant might be a native Brazilian but he surely imported his business methods from Missouri, and the good salesman will realize this fact during his first visit there.”

“So much for the salesman that meets with ordinary success,” said Mr. Higgins. “Take the opinion of an expert, Martin had to go further than this. Besides capacity for planning it was necessary to possess sufficient stamina to carry his campaign to a successful issue. A student of the characteristics and foibles of South-Americans lacking the above essential could not register the record Martin has made.”

And everybody agreed.

Harry B. Rosen, the crack producer of the New York Life Insurance Company, wrote, had examined and paid for 632 policies as the result of two months’ work in April and May, thus defeating the forty-two agents in the Park Row branch two to one on number of policies issued, delivered and paid for. His volume excess was over \$775,000.



Send for This New Dartnell Catalogue

NO OBLIGATION

It will give you information concerning the many new reports on sales methods and practice which we have recently issued; standard manuals which will help you in your work of developing salesmen; standard forms for sales department use; salesman’s application blanks; our survey of sales management practice, collection of sales manager’s letters, etc., etc. The catalogue will be sent FREE to any sales executive.

Get on Our Mailing List

We are continually issuing announcements of new data compiled by us of interest to sales managers, and other activities connected with the sales research work we are doing. Are you receiving these announcements regularly? If not, we will be glad to put you on the mailing list. No charge or obligation. Write for the catalogue and automatically get on our “Active” list.

The Dartnell Corporation

Publishers to Sales Managers
223 West Jackson Boulevard, CHICAGO

Sales Management

Cover Vacant Territories With N.S.T.A. Men

"We are in immediate need of several additional men and would thank you to put us in touch with some of your members."

A large paint manufacturer, marketing a line of specialties over a wide territory, thus expresses his need for additional men to meet pressing competition.

To prevent the loss of many old-time customers to competitors, a large wholesale drug firm has just decided to increase the number of salesmen on 17 of its 27 territories.

These instances illustrate a general condition. The demand for salesmen is now greater than the apparent supply. The "salesmen wanted" columns far exceed the "position wanted" columns in the newspapers.

The National Salesmen's Training Association—a national organization that trains and develops a force of over 3,000 salesmen annually—however, is successfully helping hundreds of concerns meet the employment problem.

If you need salesmen who are trained in the fundamentals of salesmanship, who know enough to know they don't know it all; who are of the type that can readily be moulded into seeing and doing things your way—get in touch with us.

Many of our members have already proven their ability to sell goods. Possibly some of them have had experience in selling your very product.

Others are just starting out.

But all of them are willing and anxious to learn.

We are seeking opportunities for members of our association with reliable firms. They are men whom we can well recommend. Their records are open for your consideration and you decide whether or not to employ them.

Our Employers Service Department is under the charge of Mr. W. A. Young, recently a sales executive of the Cudahy Packing Company. Mr. Young has a wide experience in various lines, including Grocery Specialties, Clothing, Motor Trucks and Machinery. If you have employment problems, he will be glad to discuss them with you. There is no charge or obligation.

Ask him about the N. S. T. A. plan of co-operating with the sales department. If possible, state the number of men needed and territories open. You may write us in strict confidence.

National Salesmen's Training Association

EMPLOYER'S SERVICE DEPARTMENT

Suite 515-521 Monadnock Building, Chicago, Illinois

Holds Records

Mr. A.—'s training was undoubtedly of great value to him. He has been with us four years and holds our record for steady work. He has never missed a single weekly report. We would be glad to get in touch with several of your members of Mr. A.—'s caliber.

*Large Manufacturer
Proprietary Preparations.*

Success From Start

From the first day he started selling our line, Mr. J.— has been a success. If you can furnish us with more such good salesmen, we would appreciate it.

*Well Known Grocery
Specialty Manufacturer.*

Entitled to Preference

Our experience with men secured from your association has been so satisfactory that we give them preference at all times. Can you recommend two more men for our line? Please let us know at once as we want to cover certain territories as soon as possible.

*Large Wholesale
Jewelry House.*

Sales Management

DIVISION MANAGERS

There is room in our organization for two high powered men to manage a large territory and establish dealers. We manufacture a low price (\$42.50) adding machine which is readily sold through this channel and have a very attractive proposition for the dealers. If you are of the \$5,000 or more a year class and can qualify write us. Only detailed letters considered.

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THE DARTNELL CORPORATION
223 W. Jackson Blvd.
CHICAGO

Odd Habits That Muss Up Sales Plans

By E. St. Elmo Lewis

Habits of mind—mental attitudes—are all there is to selling, and changing them is the whole art of creative selling; interpreting and focusing them the whole art of management.

I was in a Polish store one day in Cleveland talking to the dealer about his store, when a woman came in and handed the storekeeper a book. He looked it over, checked it up, said something and the woman handed him five dollars. He gave her some change, marked the book, signed it, and the woman walked out. The storekeeper stuck the money in his pocket. I asked the storekeeper if he did not keep account books. He said, no, he did not know how, and anyway his system was the one his customers were used to and they would not work another. His books of account were in the hands of his customers. You may be surprised at that. The charges are made in the book when the goods are purchased; the cash is paid at the specified time, and the receipt is put on the book which the woman takes away with her. That is all the record there is of it. Isn't that an ideal system for the man who is constantly yelling about "red tape" every time you ask him to adopt any checks against loss?

A certain machine company had been very successful in certain western districts. They had a very successful salesman in Wisconsin—a Swede. Their business was not very good in North Dakota so they decided to send this successful Swede into certain counties of that state. Four different salesmen had failed there. The Swede went and also failed. Then the sales manager thought he would go and find out what was the trouble. The people were almost exclusively Russian. Every time the church bells rang everybody took their hats off, and faced the church, and business stopped while the bell was ringing.

The sales manager was much impressed with the fact that the mental habits of the people had been very little affected by their American environment. He didn't understand them, "I must find a man who does" he thought. He went to the hotel manager and asked him who was the smartest Russian business man in town. He told the sales manager that it was the fellow who sold life insurance, real estate, farm implements and got the building loans from Eastern capitalists. "He sells anything that is bought in this town," said the hotel man. The sales manager went to interview this Russian with the idea of interesting him in washing machines. He found a young Russian Jew of about 20 years—

smoking cigarettes—and talking, talking, talking, and busy. The deal was soon closed, that salesman sold something like one hundred washing machines in less than sixty days. The Russian peasants used these machines for parlor ornaments, like their cream separators, or as convenient receptacles for their numerous and active progeny.

There was a salesman who understood the buying habits of the people. He had their confidence and secured their willingness to use the machines. I need not go into a lot of illustrations of that kind to bring out the importance of buying habits.

Excerpt from address before New York Sales Managers Club.

Jack the Time Killer

There's a prospect to see in the morning;
But before Jack attempts any work,
He settles the war for an hour or more

In a talk with the telephone clerk
He looks at a couple of letters,
And sketchily skims through the news,
And says that the dope bears out his fond hope
That the Giants are going to lose.

He goes out to luncheon at noon time,
And sits around and puffs a cigar,
While he stoutly contends to a couple of friends

That this fighting is going too far,
He is back on the job at two-thirty
And sticks till a quarter past four.
Then he strolls to the board where the tallies are scored
And "fans" for a full hour or more.

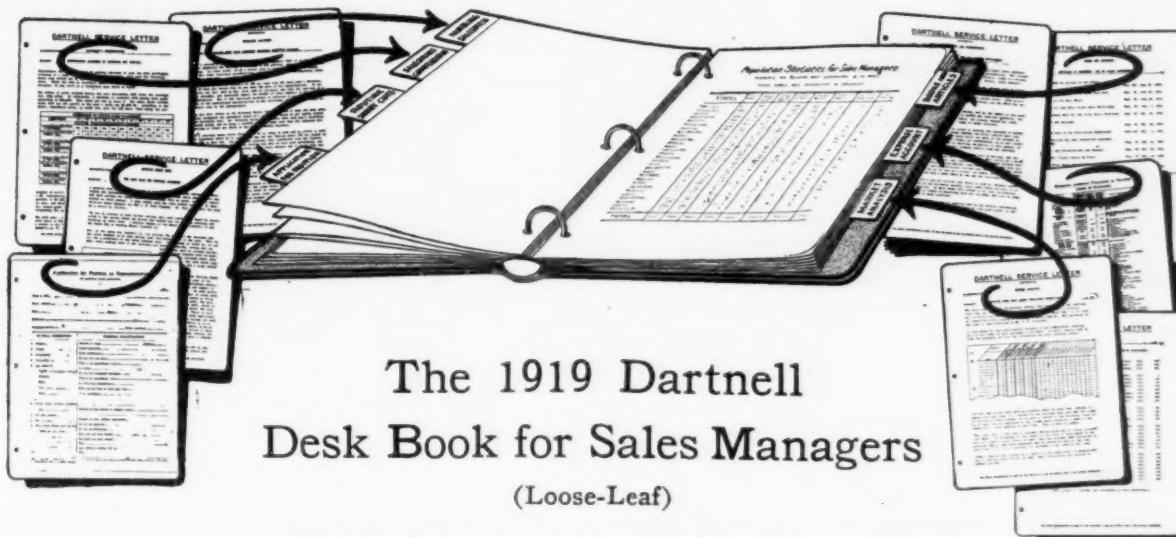
At his home or hotel in the evening
He plans out the Russian campaign.
He tells all the bunch of his newly born bunch

That the plans of the Allies are vain.
He sits 'round till bed time deplored
The prices of food-stuffs and cotton,
Then he climbs into bed, wearied out
and half dead.
And wonders why business is rotten.

—Author Unknown.

The best method of compensating the salesman not yet fully able to become his own backer for the better consideration such independence commands is the salary and bonus plan. It provides him with the necessities of life, removing from his mind personal cares, yet carries the incentive to extra effort and unlimited earnings.—W. C. Gookin, Sales Manager, Barrett Adding Machine Co.

Sales Management



The 1919 Dartnell Desk Book for Sales Managers (Loose-Leaf)

Valuable both for the data it contains, and as a means of systematically preserving additional data of your own.

The file is letter size (8½x11 inches) and is equipped with a set of thirteen leather tabbed indexes lettered in gold—"Handling Salesmen," "Organization," "Sales Contests," "Market Data," "Convention Material," "Books and Articles," "Mailing Lists," etc. Under each classification is filed numerous loose-leaf typewritten sheets of concrete sales plans and methods, sales statistics, letters, maps, forms, etc.

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| Plan of Protectograph "Premier Club" | Analysis of Auto Registration by States |
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| Suggestive Sales Manual Quotations | Getting Live Leads for Salesmen |
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| Salesmen's Report That Visualizes Month's Work | Comparative Cost of Operating Salesmen |
| Making Sure Salesmen Get Their Mail | Salesman's Auto Expense Account Forms |
| Combination Expense Account and Draft Form | "Pay-As-It-Earns" Plan for Salesman's Autos |
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THE DARTNELL CORPORATION

Publishers of Books and Reports for Sales Managers and Salesmen
223 West Jackson Blvd., Chicago

Sales Management

Why Tom Wilson Didn't Hire Him

"One day I offered a young man a place with a salary of about a third more than he had been used to," relates Thos. E. Wilson, the Chicago packer.

"I'll think the whole proposition over a while," he told me, "and let you know about it."

"But I have decided not to hire you," I replied.

"W-h-a-t!" he exclaimed, "I thought you just got through telling me the job was mine if I wanted it."

"Yes!" I admitted, "and you agreed that it was a fine opportunity for you. You are satisfied with the salary and you like the kind of work. Yet, instead of grabbing it on the spot, you wish to think it over a while. I am forced to the conviction that you are lacking in decision."

"A man troubled with the fault of indecision won't do in our business. I'm sorry, but I've changed my mind about your." And the job went to somebody else.

"There was another case quite similar to the one just mentioned.

"I had offered a young man a place that was a decided improvement over the one he had."

"I like the proposition," the young man told me, "and I know that I am

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SALESMAN; 29, wants connection with responsible organization; prefer hardware or fine mach.; SALES MANAGEMENT, Box 801.

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going to take it, and yet I wish that I might put off the actual acceptance until I have talked with my wife. She and I have always looked on everything like this as a partnership affair, and I would just like to be able to tell her that I didn't decide without first letting

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her have some say in the matter?

"That, you see, was a slightly different situation from the other one. I thought the man showed a commendable partnership spirit that should be encouraged, and told him to talk it over with his wife, by all means."

Railway Distance Maps and Hotel Guide

You will find it helpful in many ways. It is just the thing for laying out a salesman's route, for checking expense accounts and for sizing up a territory generally. In addition to the maps, the guide includes much valuable information regarding hotel rates and accommodations—revised up to January, 1919.

Your sales department is not fully equipped without one of these guides. It will pay for itself several times over every month. It is the most complete and up-to-date guide published, listing over 20,000 towns. The next best guide lists only 12,000.

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THE DARTNELL CORPORATION

223 West Jackson Blvd., Chicago

Sales Management

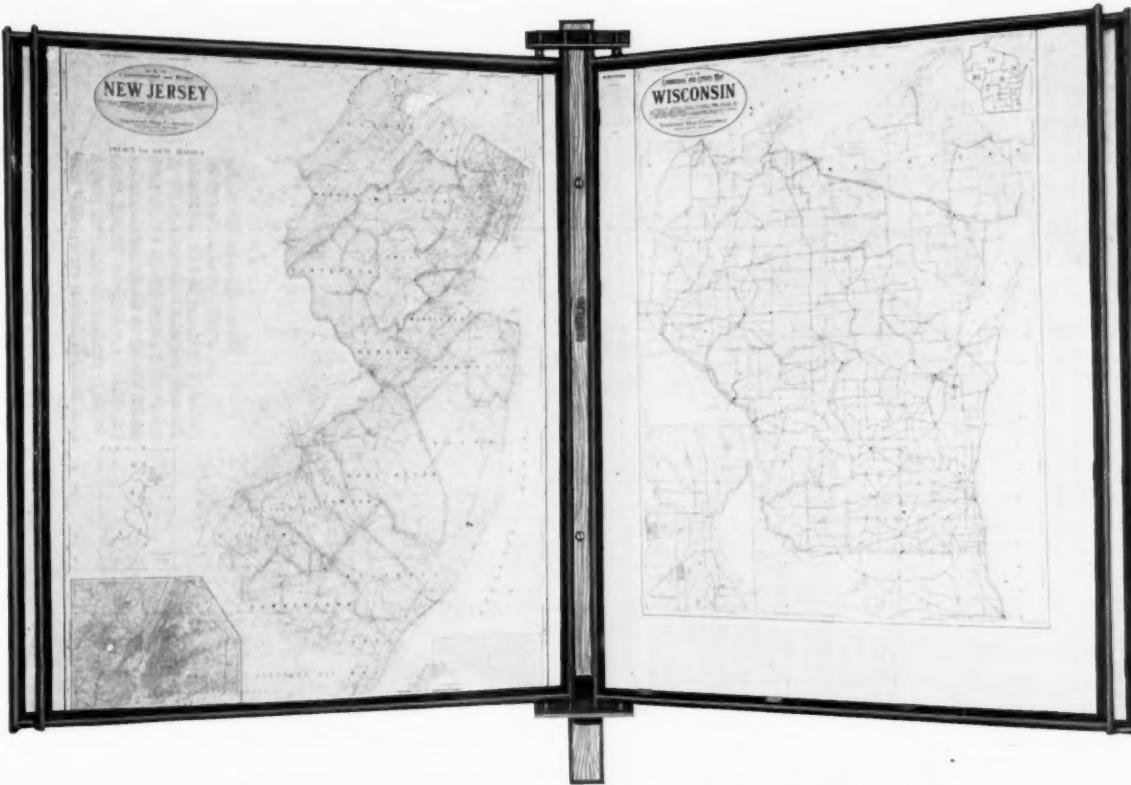


Chart Your Sales Problems With the Multi-Unit Map System

Information about sales in any territory. In a twinkling the Multi-Unit Map System will give you the vital facts. It will help you plan business-getting campaigns. Shows where sales are improving and where competitor's salesmen are working hardest. Enables you to cover territories thoroughly and route salesmen economically. Scores of sales facts told in a glance. No searching through cumbersome files; no pondering over bulky reports. All information immediately visible—within arm's length—yet out of way when not in use.

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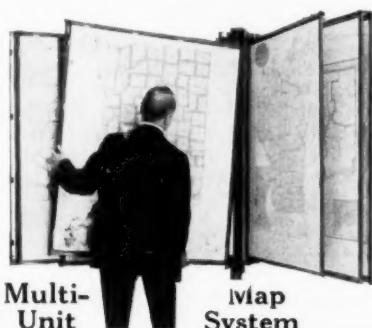
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INDIANAPOLIS

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Town..... State.....

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BOOK OF FACTS

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